GOVERNMENT OPERATIONS AGENCY
CalHR

STATE OF CALIFORNIA

2015 EMPLOYEE SURVEY

FINAL *DRAFT* REPORT

JD FRANZ RESEARCH, INC.
Public Opinion and Marketing Research

Questions. Answers. Results.

**1900 Point West Way, Suite 276
Sacramento, CA 95815
916.614.8777
jdfranz@jdfranz.com**

Jennifer D. Franz, Ph.D.

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EXECUTIVE SUMMARY

Introduction

The research findings presented in this report derive from the first-ever statewide survey of employees of the State of California that was commissioned by the Government Operations Agency (GovOps) and CalHR.

The survey was designed and implemented by JD Franz Research of Sacramento in consultation with a steering committee composed of representatives from GovOps, CalHR, and CalSTRS. Work on the survey commenced on April 1, 2015, and was completed in mid-August.

The primary objectives of the survey were to assess the level of engagement among State employees, ascertain where enhancements in engagement are most needed, and determine where those working on civil service improvement might be most effective in terms of affecting employees' sense of connectedness to their jobs.

Research Methods

The sample for the survey was developed by CalHR from its comprehensive database of all State employees. In order to ensure that all employees had a reasonable opportunity to participate in the survey, the sample was divided into two groups: employees who have access to email and the Internet at their work locations and those who do not.

Employees in the subgroup with Internet access at work were emailed an invitation to participate in the survey with a link to the questionnaire. Those in the subgroup without Internet access were mailed the survey materials.

As of the final cutoff date of August 13, 2,428 employees had responded online and 176 had responded by mail, for a total of 2,604 respondents. Thus the overall response rate is 52 percent; the online response rate is 54 percent, and the mail response rate is 33 percent.

Findings: Statements About Employee Engagement

Mean levels of agreement with ten statements about employee engagement on a four-point scale where one equals strongly disagree and four equals strongly agree tended to fall below the level of somewhat agree, although all of these are closer to that level than to the level of somewhat disagree. Receiving the lowest scores were "I receive recognition for doing good work" and "People where I work are accountable for results."

Four statements elicited agreement above the level of somewhat agree, and two of these were agreed with midway between the level of somewhat agree and strongly agree. Receiving the highest scores were "I believe my work makes a difference in the lives of Californians" and "I know what is expected of me on the job."

Findings: Words That Describe Jobs

All of the words employees gave when they were asked, "Please use the space below to list up to **three words** that you feel best describe your job" are presented in Appendix D to the report. Among the top 16 words, those with at least 50 mentions, about half are positive in nature or tone. The second largest group of responses focus on the demanding or stressful nature of the job.

When words are categorized into groupings, the themes are also predominantly positive, with negative and stress-related categories being prominent but somewhat less prevalent.

Conclusions and Recommendations

Are Employees of the State of California Engaged?

From the results of this research, it would appear that employees of the State of California are moderately engaged relative to their jobs. Most of the engagement item ratings cluster around the level of "somewhat agree," which could reasonably be translated into "somewhat engaged." Words used to describe jobs tend to be more positive than negative, although these sentiments are counterbalanced to some degree by a fairly robust set of negatives. In short, while the State as an employer can certainly point to areas of strength, there is also clear room for improvement.

How Could This Research Inform Civil Service Improvement?

If we view the agreement scale in terms of half-point increments, we can see that in two areas, State employees are quite strongly engaged, awarding agreement scores that are almost exactly midway between somewhat and strongly agree: "I believe my work makes a difference in the lives of Californians" and "I know what is expected of me on the job." These two criteria could therefore be viewed as a foundation upon which to build civil service improvements.

Another two areas seem particularly weak, although not as weak as the positives are strong: "People where I work are accountable for results" and "I

receive recognition for doing good work." If those working on the State's Civil Service Improvement initiative wish to tackle what appear to be the greatest challenges identified in this survey, these would be the most important areas in which to commence.

Another perspective from which to view positives and negatives involves taking the words employees use to describe their jobs into account. Considering only the top three positives and negatives so that there are reasonable boundaries around the effort, one could use the following aspects of employees' jobs as foundational and worth commending:

- Important or vital
- Rewarding or satisfying
- Interesting or engaging

Corresponding negatives meriting the most immediate attention would then be the following:

- Difficult or arduous
- Stressful
- Tedious or boring

There are certainly other ways in which the data could be understood. From our perspective as public opinion researchers, however, the starting points we have suggested are at a minimum well-grounded in the data.

How Representative and Dependable Is This Study?

Our general perspective is that once the response rate to a survey passes 50 percent, we know that we have at least heard from the majority. While we have no way of knowing the composition of that majority – whether it might be skewed toward particular kinds of people, for example – we at least know that the "vote" is in favor of what the survey has found. In this case, then, with a 52 percent response rate, we are reasonably confident that the survey results are a reliable source of information for planning and action that reflects the majority point of view.

INTRODUCTION

The research findings presented in this report derive from the first-ever statewide survey of employees of the State of California that was commissioned by the Government Operations Agency (GovOps) and CalHR. It was designed and implemented by JD Franz Research of Sacramento in consultation with a steering committee composed of representatives from GovOps, CalHR, and CalSTRS. Work on the survey commenced on April 1, 2015, and was completed in mid-August.

The primary objectives of the survey were to assess the level of engagement among State employees, ascertain where enhancements in engagement are most needed, and determine where those working on Civil Service Improvement might be most effective in terms of affecting employees' sense of connectedness to their jobs. Specific areas of inquiry were as follows:

- Levels of agreement with ten statements about employee engagement
- Three words that best describe employees' jobs
- Respondent characteristics, including length of tenure with the State, employment classification, age, and gender

Following this Introduction, the report is divided into three additional sections. **Section II** provides a detailed discussion of the **Research Methods** employed in conducting the survey. **Section III** presents and discusses the **Findings**, and **Section IV** contains the research firm's **Conclusions and Recommendations**.

For reference, there are also six appendices. **Appendix A** contains a copy of the **Questionnaire** that was employed in conducting the research, and

Appendix B presents the **Outreach Letters, Invitation, Cover Letter, and Reminders** that were used during survey implementation. **Appendix C** includes **Detailed Data Tabulations** for all of the survey questions. **Appendix D** lists all of the **Words That Describe Employees' Jobs**, while **Appendix E** contains all of the **Groupings of Words That Describe Employees Job.**

II. RESEARCH METHODS

Questionnaire Design

The questionnaire for the survey was designed by the President of JD Franz Research in consultation with the previously-mentioned steering committee. After several drafts of the questionnaire had been constructed, reviewed by steering committee members, and revised, a final draft was tested in three focus groups of employees at various levels within State government: managers, rank and file, and entry-level rank and file. These focus groups were recruited by CalHR and held at the department's Sacramento headquarters.

Results of the focus groups, which were fairly informal but detailed, indicated that the questionnaire was generally meaningful and understandable but could benefit from selected revisions. After these revisions had been made and approved by the steering committee, the questionnaire was submitted for Americans With Disabilities Act (ADA) review by CalHR. This review led to a few minor modifications before the questionnaire was finalized for implementation. A copy of the final version of the questionnaire can be found in Appendix A.

Sample Selection

The sample for the survey was developed by CalHR from its comprehensive database of all State employees. The database was first stratified by age and gender, following which the sample was randomly selected in proportion to population. Finally, names and contact information for those sampled were provided to the research firm electronically. The planned sample size for the survey was 5,000.

In order to ensure that all employees had a reasonable opportunity to participate in the survey, the sample was divided into two groups: employees

who have access to email and the Internet at their work locations and those who do not. The former group consisted of 4,464 individuals; the latter included 527. Thus the actual sample size was 4,991.

Survey Implementation

Thirty days prior to the launch of the study, GovOps notified all of the State's collective bargaining organizations that the survey would be forthcoming. GovOps also sent a letter to every agency and department head advising them that the survey would be sent to a random sample of State employees and requesting that they encourage participation. Copies of these communications can be found in Appendix B.

Employees in the subgroup with email and Internet access at work were emailed an invitation to participate in the survey that included a link to the questionnaire, which was programmed in ZipSurvey. Those in the subgroup without email or Internet access were mailed the questionnaire with a cover letter and business reply envelope. Copies of the emailed invitation and the mailed cover letter are also presented in Appendix B.

The survey was launched via both email and mail on June 9. Reminders were sent to both sample groups on June 16. The email reminder was a variation of the original invitation; the mailed reminder was a postcard adapted from the original cover letter. Copies of these reminders can also found in Appendix B.

As returns came in, it became apparent that there was a substantial differential in the response rate between the emailed and mailed portions of the survey. The online response was climbing gradually after an initial surge, with an increase attributable to the reminder, as would be expected. The mail

response, on the other hand, was relatively constant but minimal at only a few returned questionnaires per day.

Further investigation indicated that almost all of the mailed questionnaires, as planned, had been sent to Correctional Peace Officers who work behind facility walls without Internet access and whose personal mail addresses are confidential. Employees of the California Department of Corrections and Rehabilitation, including CDCR, CDCR/CCHCS, and CDCR/PIA, represented 100 percent of the total mailing. Conversations with CDCR representatives, including an Agency Undersecretary, suggested that most of the mail had not reached the intended recipients, for reasons that apparently varied from institution to institution and were never fully determined.

Accordingly, the third mailing (following the initial mailing and the reminder postcard) was sent in batched packages from CDCR to the wardens at all 37 sampled Agency locations. Included in this mailing were a cover letter from the CDCR Undersecretary to the wardens, a list of employees at each institution who had been sampled for the survey, and the appropriate number of questionnaires with business reply envelopes. Most of the wardens agreed to distribute or have staff distribute the survey materials to their officers.

Survey packages were delivered to CDCR's Sacramento office on July 23 for distribution to the individual Agency facilities. On August 4, a final email reminder was sent in order to coincide, at least approximately, with the timing of the anticipated survey distribution inside correctional facilities. This reminder is also included in Appendix B.

Despite the additional effort dedicated to including CDCR institutional staff in the survey on the part of GovOps, CDCR, and the research firm, the response

rate for the mailed survey continued to lag behind that of the online survey. Why this is the case is not clear.

It is possible that there continued to be distribution issues at the facility level even when survey packets were distributed by CDCR, although we were subsequently provided with lists showing staff signatures for receipt of the survey materials. Alternatively, and anecdotally, we understand that Correctional Peace Officers who called the GovOps phone number provided for questions or concerns indicated that their sentiments about their jobs were so complex and challenging that it was difficult for them to discuss them in a survey. The former possibility certainly merits further study before this research is replicated; the latter warrants investigation in order to determine whether it is an issue that needs to be addressed in another fashion or forum.

Whatever the situation, as of the planned final cutoff date of August 7, non-trivial numbers of questionnaires continued to arrive by mail. Accordingly, the cutoff date was extended once more, to August 13, when the flow of questionnaires had largely abated. At that point, 2,428 employees had responded online and 176 had responded by mail, for a total of 2,604 respondents. Thus the overall response rate is 52 percent; the online response rate is 54 percent, and the mail response rate is 33 percent.

It is also important to note in this regard that while mailed questionnaires were merely trickling in as of the final cutoff date, another 58 arrived subsequently in fairly sizeable groups. Had these questionnaires been included and counted, the total number of mail responses would have grown to 234, the mail response rate would have increased to 44 percent, and the overall response rate would have been 53 percent.

Data Coding, Tabulation, and Analysis

Coding of the survey's closed-ended questions was accomplished by respondents as they completed their questionnaires. Categorization of responses to the survey's open-ended question ("Please use the space below to list up to **three words** that you feel best describe your job") was then undertaken in three stages.

First, the research firm's Data Analysis Associate reviewed all of the 6,781 answers to the question order to develop a codebook for grouping them. She then used this codebook to code the question to the extent feasible, setting aside any responses that failed to conform to the coding scheme for the possible addition of new categories. All of the categories were approved by the firm's President.

Once all of the responses that did not conform to the existing coding scheme had been identified, the Associate reviewed the uncoded answers and added new categories as appropriate. This approach is designed to minimize the percentage of "other" responses to the question. Finally, as a check on the integrity of the coding as a whole, the Vice President and Data Analysis Manager reviewed and validated ten percent of the coding.

The resulting data were then exported into the data analytic software SPSS for Windows and checked for accuracy, adherence to the pre-established coding scheme, and internal logic. In addition, preliminary tabulations were reviewed manually to check for errors. Finally, tabulations, means, cross-tabulations, and other analyses were prepared using SPSS for Windows.

In order to determine whether attitudes relative to engagement are related to employee characteristics, all of the responses to the ten engagement items in

the survey were analyzed relative to respondent demographics, including length of tenure with the State, employment classification, age, and gender. In addition, in order to begin exploring the response to the mail survey, answers to the engagement items were analyzed by survey method.

Analyses for the variables with two categories (gender and survey method) were run using the independent samples t-test. The remaining analyses, which involved variables with more than two categories, were run using Anova. Results of these analyses are discussed in the following section.

III. FINDINGS

Findings from the survey are presented here in the same order as the questions were presented to employees. Readers who are interested in the precise phrasing of the inquiries are invited to consult the copy of the questionnaire that can be found in Appendix A.

Levels of Agreement With Statements About Employee Engagement

Figure 1 displays mean levels of agreement with ten statements about employee engagement on a four-point scale where one equals strongly disagree and four equals strongly agree. Most of the scores are below the level of somewhat agree, although all of these are closer to that level than to the level of somewhat disagree. Receiving the lowest scores were "I receive recognition for doing good work" and "People where I work are accountable for results."

Four statements elicited agreement above the level of somewhat agree, and two of these were agreed with midway between the level of somewhat agree and strongly agree. Receiving the highest scores were "I believe my work makes a difference in the lives of Californians" and "I know what is expected of me on the job."

LEVELS OF AGREEMENT WITH STATEMENTS ABOUT EMPLOYEE ENGAGEMENT
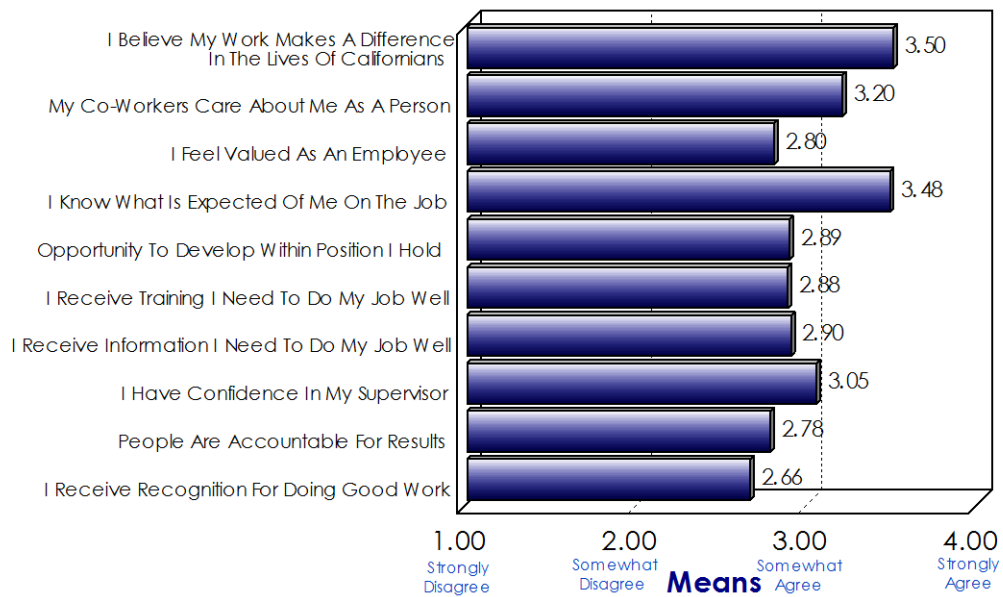
Figure 1

Words That Describe Jobs

All of the words employees gave when they were asked, "Please use the space below to list up to **three words** that you feel best describe your job" are listed in Appendix D. The top 16 individual words that employees offered are presented in **Table 1.** Included here are all words with 50 or more mentions, with the percentages reflecting the numbers of respondents mentioning each word. About half of these words are positive in nature or tone; the second largest group of responses focus on the demanding or stressful nature of the job.

Table 1		
TOP WORDS THAT BEST DESCRIBE EMPLOYEES' JOBS		
	Frequency	**Percent**
Challenging	310	13.3
Important	218	9.3
Stressful	196	8.4
Rewarding	194	8.3
Interesting	165	7.1
Busy	134	5.7
Demanding	91	3.9
Underpaid	83	3.6
Frustrating	75	3.2
Fun	69	3.0
Fulfilling	62	2.7
Satisfying	62	2.7
Unappreciated	60	2.6
Necessary	59	2.5
Analytical	57	2.4
Safety	56	2.4

Table 2 depicts the 17 largest groupings of words that were developed as described in the preceding section of the report. All of the groupings are presented in Appendix E; groupings in this table represent all categories of words containing 100 responses or more. Themes in these groupings are also predominantly positive, with negative and stress-related categories being prominent but somewhat less prevalent.

Table 2
TOP GROUPINGS OF WORDS THAT BEST DESCRIBE EMPLOYEES' JOBS

	Frequency	Percent
Difficult/Arduous/Hard/Tiring/Demanding/Tough/Intense/ Strenuous/Sink Or Swim/Challenging/Rough/Hard Work/Time Consuming/Long	536	23.0
Vital/Significant/Important/Essential/Critical/Crucial/Needed/ Necessary/Required/Integral/Imperative	382	16.4
Rewarding/Satisfying/Satisfaction/Gratifying/Fulfilling/ Empowering/Motivational/Appreciated/Inspiring	363	15.5
Interesting/Stimulating/Fascinating/Enlightening/Intriguing/ Exciting/Engaging/Informative/Entertaining	256	11.0
Stress/Stressful/Pressure/Tension/Deadlines	246	10.5
Tedious/Monotonous/Repetitive/Routine/Slow/ Stagnant/Not Challenging/Predictable/Uninspiring/Boring/Insipid/Dull/ Mundane/Unexciting	222	9.5
Accountability/Steady/Responsible/Competence/Reliable/ Consistent/Dependable/Commitment/Dedicated/Delivering/ Productive/Effective/Hard-Working/Responsibility/Efficient/ Determined	221	9.5
Busy/Fast-Paced/Hectic/Non-Stop/Fast	206	8.8
Analysis/Analyst/Tester/Assessment/Study/Analytical/Analyze/ Investigate/Research/Observation/Interpretation/Audit/ Review/Inspection/Forensic/Investigative	168	7.2
Overwhelmed/Overworked/Crazy/Relentless/Unrealistic/ Exhausting/Draining/Consuming/Chaotic/Crisis/Understaffed/ Swamped/Emergency/Overworked/Unreasonable	155	6.6
Unappreciated/Undervalued/Underutilized/Unrecognized/ Misunderstood/Expendable	142	6.1
Accomplish/Accomplishment/Make A Difference/Success/ Beneficial/Contributing/Change/Useful/Noble/Proud/ Advocate/Results/Worthwhile/Meaningful/Useful/Valuable/ Relevant/Impactful	139	6.0

Table 2		
TOP GROUPINGS OF WORDS THAT BEST DESCRIBE EMPLOYEES' JOBS		
	Frequency	**Percent**
Excellent/Happy/Great/Awesome/Love My Job/Fantastic/ Very Good/Amazing/Incredible/Fun/Marvelous/Perfect/ Wonderful/Best	138	5.9
Frustrated/Unfulfilled/Aggravating/Frustrating/Unfulfilling/ Discouraged/Unhappy/Unsatisfying/Disappointed/ Disappointing	129	5.5
Communication/Teamwork/Interactive/ Collaborative/ Helpful/Cooperative/Helping/Collegial/Help/Helper	125	5.4
Variety/Varied/Diverse/Changing/Evolving/Mercurial/ Multi-Task/Non-Repetitive/Fluctuating/Dynamic	122	5.2
OK/Positive/Good/Content/Pleasant/Like/Like My Job/ Enjoy/Enjoyment/Better	114	4.9

Respondent Characteristics

Figures 2 through **5** portray the characteristics of responding employees. As illustrated in **Figure 2**, the largest group of employees has worked for the State of California for between 11 and 20 years. Employees with tenures of 11 or more years total the majority (57 percent).

LENGTH OF TENURE WITH THE STATE

Category	Percent
Less Than 1 Year	4.3
1 to 4 Years	13.9
5 to 10 Years	25.1
11 to 20 Years	32.3
21 to 30 Years	20.0
Over 30 Years	4.5
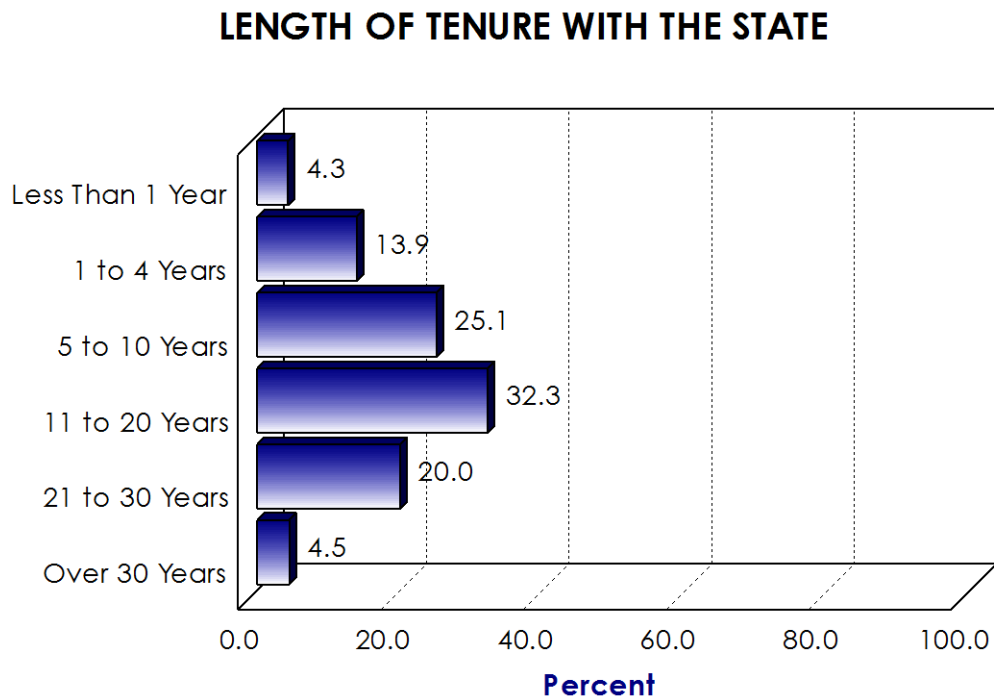
Figure 2

Figure 3 indicates that by far the majority of responding employees are members of the rank and file. Executive, managerial, and supervisory employees total about a quarter of respondents (23 percent).

EMPLOYMENT CLASSIFICATION

Supervisory
12.6%

Managerial
8.4%

Executive
1.9%

Rank and File
77.1%
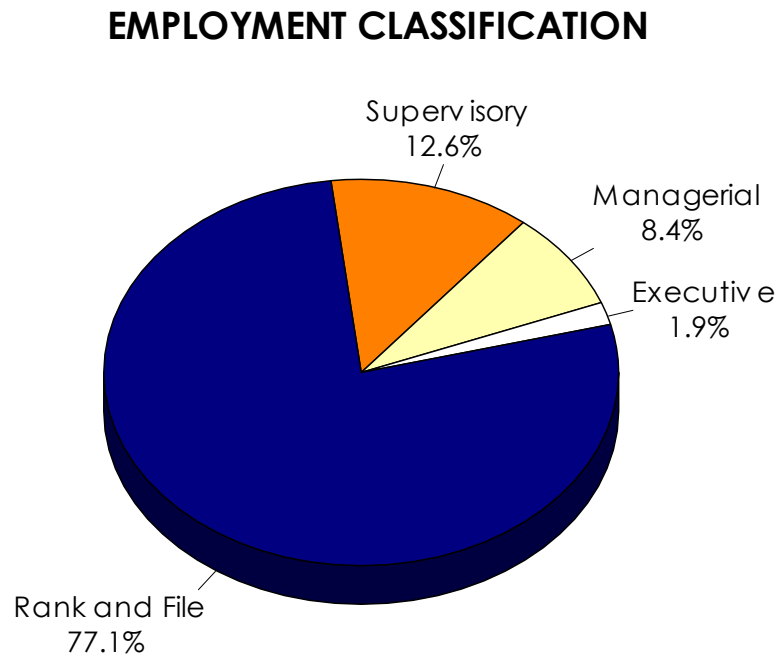
Figure 3

Figure 4 shows that the largest group of employees is between the ages of 46 and 55. Those aged 46 and older represent the majority (58 percent). Of note here is the fact that the distributions of length of tenure (Figure 2) and age are virtually identical.

AGE

	Percent
Under 26 Years Old	1.1
26 to 35 Years Old	15.5
36 to 45 Years Old	25.0
46 to 55 Years Old	35.1
56 to 65 Years Old	20.5
Over 65 Years Old	2.9
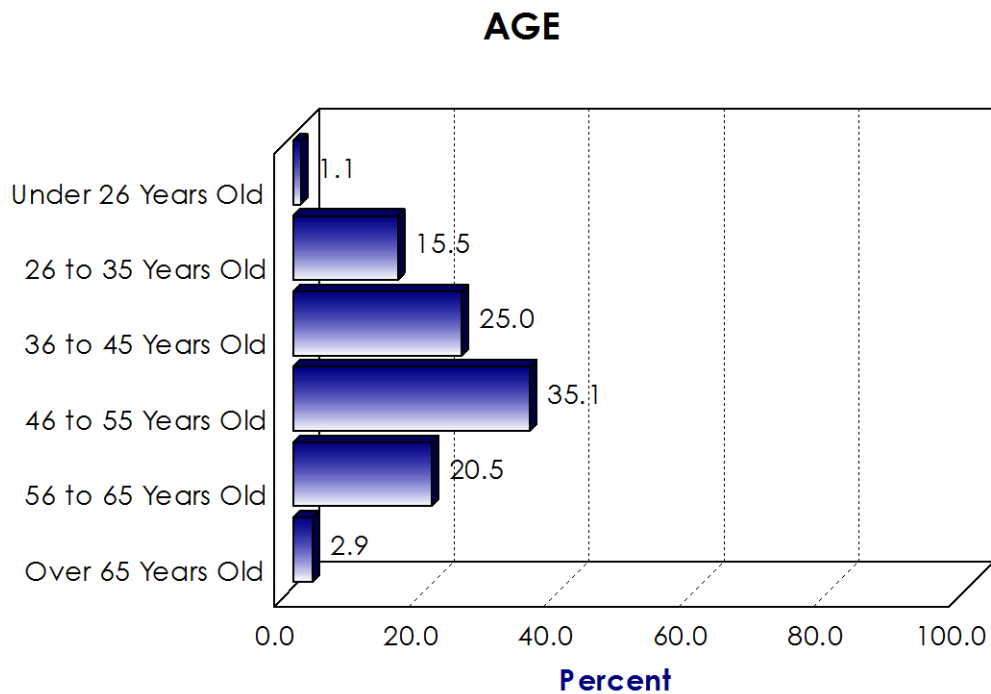
Figure 4

Figure 5 demonstrates that the group of responding employees is almost evenly divided between men and women, with a slight edge for women. This distribution is generally reflective of the population as a whole. Less than one percent (six people) identified themselves as transgender.

GENDER
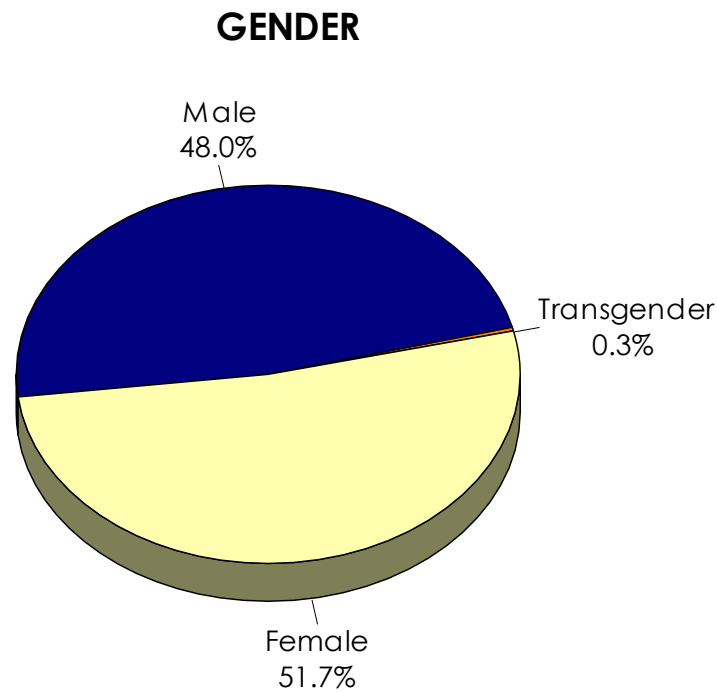
Figure 5

Analysis of Differences

Tables 3 through **7** display the results of analyzing responses to the ten engagement items by respondent characteristics and by survey type (mail versus online). Items for which the results are statistically significant (p<.05) are highlighted in yellow. For each of these questions, the highest scores are shaded in green and the lowest scores are shaded in red.

For purposes of this discussion, we have assumed that differences of more than half a scale point (or greater than 0.50) are notable, while differences of less than that are not particularly consequential. Using this guideline, and across all of the analyses, differences among subgroups tend not to be all that substantial, suggesting more uniformity than differentiation among employees. There are, however, areas in which the differences are noteworthy and may therefore merit further consideration.

Length of Employment

As shown in **Table 3**, the only item that does not exhibit a statistically significant difference among employees based on length of tenure with the State is, "I know what is expected of me on the job." Across all of the items where the differences are statistically significant, the highest ratings are found among those with tenures of less than a year; the lowest ratings vary from item to item.

Differences among tenure subgroups are for the most part relatively minor; only three of the ten items evidence statistically significant differences of .50 or more. These are "I feel valued as an employee"(.61), "I have confidence in my supervisor" (.62), and "I receive recognition for doing good work" (.71). On the first of these items, the lowest rating was accorded by people with five to ten years of service; on the last two it was given by those with 11 to 20 years of service.

Table 3

RATINGS OF ENGAGEMENT ITEMS BY LENGTH OF EMPLOYMENT

	Less Than 1 Year	1 to 4 Years	5 - 10 Years	11 - 20 Years	21 - 30 Years	Over 30 Years
I believe my work makes a difference in the lives of Californians.	3.61	3.50	3.42	3.53	3.55	3.46
My co-workers care about me as a person.	3.43	3.23	3.18	3.16	3.20	3.35
I feel valued as an employee.	3.34	2.90	2.73	2.73	2.77	3.01
I know what is expected of me on the job.	3.57	3.42	3.49	3.46	3.54	3.52
I have the opportunity to develop within the position I hold.	3.28	2.98	2.80	2.83	2.92	3.12
I receive the training I need to do my job well.	3.13	2.85	2.87	2.87	2.83	3.06
I receive the information I need to do my job well.	3.24	2.90	2.90	2.84	2.89	3.02
I have confidence in my supervisor.	3.58	3.15	2.97	2.96	3.07	3.23
People where I work are accountable for results.	3.06	2.84	2.73	2.75	2.76	2.94
I receive recognition for doing good work.	3.24	2.86	2.60	2.53	2.60	2.84

Employment Classification

Table 4 illustrates that in terms of employment classification, half of the items evidence statistically significant differences. Throughout these items, the highest ratings come from employees at the executive level and the lowest ratings emerge from employees among the rank and file. Only one of these differences is notable for its magnitude, however: "I have confidence in my supervisor" (.57).

Table 4				
RATINGS OF ENGAGEMENT ITEMS BY EMPLOYMENT CLASSIFICATION				
	Executive	**Managerial**	**Supervisory**	**Rank and File**
I believe my work makes a difference in the lives of Californians.	3.73	3.53	3.51	3.49
My co-workers care about me as a person.	3.40	3.28	3.16	3.19
I feel valued as an employee.	3.16	2.95	2.78	2.78
I know what is expected of me on the job.	3.67	3.44	3.52	3.48
I have the opportunity to develop within the position I hold.	3.27	3.22	3.11	2.82
I receive the training I need to do my job well.	3.16	2.98	2.85	2.87
I receive the information I need to do my job well.	3.27	2.91	2.88	2.89
I have confidence in my supervisor.	3.59	3.23	3.05	3.02
People where I work are accountable for results.	3.16	2.85	2.80	2.76
I receive recognition for doing good work.	2.98	2.80	2.65	2.63

Age

As **Table 5** indicates, all but one of the items exhibit statistically significant differences relative to age. Of these, six have differences of a magnitude we termed "notable" (greater than 0.50), and one has a difference that we would call substantial (1.01). These items and their differences are as follows:

- I feel valued as an employee (.70)
- I have the opportunity to develop within the position I hold (.58)
- I receive the training I need to do my job well (.57)
- I receive the information I need to do my job well (.52)
- I have confidence in my supervisor (.59)
- People where I work are accountable for results (.73)
- I receive recognition for doing good work (1.01)

In all of these cases, the highest scores come from the youngest employees (those under 26 years old) and the lowest scores are found among the middle-aged (those aged 46 to 55).

Table 5

RATINGS OF ENGAGEMENT ITEMS BY AGE

	Under 26 Years Old	26 - 35 Years Old	36 - 45 Years Old	46 - 55 Years Old	56 - 65 Years Old	Over 65 Years Old
I believe my work makes a difference in the lives of Californians.	3.46	3.39	3.51	3.47	3.62	3.62
My co-workers care about me as a person.	3.50	3.27	3.21	3.11	3.25	3.36
I feel valued as an employee.	3.38	2.80	2.79	2.68	2.94	3.09
I know what is expected of me on the job.	3.54	3.44	3.49	3.48	3.51	3.72
I have the opportunity to develop within the position I hold.	3.38	3.03	2.92	2.80	2.91	2.84
I receive the training I need to do my job well.	3.38	2.94	2.91	2.81	2.88	2.97
I receive the information I need to do my job well.	3.35	2.99	2.90	2.83	2.90	3.12
I have confidence in my supervisor.	3.54	3.19	3.06	2.95	3.11	3.03
People where I work are accountable for results.	3.38	2.82	2.79	2.65	2.91	3.04
I receive recognition for doing good work.	3.52	2.79	2.67	2.51	2.69	2.91

Gender

As depicted in **Table 6**, only one of the items exhibits a statistically significant difference by gender. [1] In this one case, men are more positive than women, but the difference is quite minor.

Table 6		
RATINGS OF ENGAGEMENT ITEMS BY GENDER		
	Male	**Female**
I believe my work makes a difference in the lives of Californians.	3.54	3.47
My co-workers care about me as a person.	3.23	3.18
I feel valued as an employee.	2.83	2.78
I know what is expected of me on the job.	3.50	3.48
I have the opportunity to develop within the position I hold.	3.02	2.79
I receive the training I need to do my job well.	2.91	2.85
I receive the information I need to do my job well.	2.91	2.89
I have confidence in my supervisor.	3.08	3.02
People where I work are accountable for results.	2.80	2.76
I receive recognition for doing good work.	2.66	2.64

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[1] This table and the related discussion exclude those who identified as transgender. Because there are only six of them (less than one percent of the total), the statistical analysis would be distorted by the substantial differentials in subgroup sizes.

Survey Method

Table 7 shows that five of the ten items evidence statistically significant differences by survey type. None of these differences are of notable magnitude, however, and their directionality varies. In three cases online survey respondents are more positive, while in two cases mail survey respondents are more affirming.

Table 7		
RATINGS OF ENGAGEMENT ITEMS BY SURVEY METHOD		
	Online	**Mail**
I believe my work makes a difference in the lives of Californians.	3.51	3.34
My co-workers care about me as a person.	3.20	3.17
I feel valued as an employee.	2.81	2.60
I know what is expected of me on the job.	3.47	3.61
I have the opportunity to develop within the position I hold.	2.89	2.99
I receive the training I need to do my job well.	2.86	3.07
I receive the information I need to do my job well.	2.90	2.89
I have confidence in my supervisor.	3.06	2.91
People where I work are accountable for results.	2.78	2.90
I receive recognition for doing good work.	2.68	2.31

IV. CONCLUSIONS AND RECOMMENDATIONS

Are Employees of the State of California Engaged?

From the results of this research, it would appear that employees of the State of California are moderately engaged relative to their jobs. Most of the engagement item ratings cluster around the level of "somewhat agree," which could reasonably be translated into "somewhat engaged." Words used to describe jobs tend to be more positive than negative, although these sentiments are counterbalanced to some degree by a fairly robust set of negatives. In short, while all is clearly not lost, as some might have feared, there is certainly room for improvement.

How Could This Research Inform Civil Service Improvement?

If one thinks of survey research as having value for identifying strengths as well as for pointing to weaknesses, then it seems appropriate first to consider the positives this study has uncovered. Viewing the agreement scale once more in terms of half-point increments, we can see that in two areas, State employees are quite strongly engaged, awarding agreement scores that are almost exactly midway between somewhat and strongly agree: "I believe my work makes a difference in the lives of Californians" and "I know what is expected of me on the job." These two criteria could therefore be viewed as a foundation upon which to build civil service improvements.

On the opposite end of the spectrum, two areas seem particularly weak, although not as weak as the positives are strong: "People where I work are accountable for results" and "I receive recognition for doing good work." If those working on civil service improvement wish to tackle what appear to be the greatest challenges identified in this survey, these would be the most important areas in which to commence.

Another perspective from which to view positives and negatives involves taking the words employees use to describe their jobs into account. Considering only the top three positives and negatives so that there are reasonable boundaries around the effort, one could use the following aspects of employees' jobs as foundational and worth commending:

- Important or vital
- Rewarding or satisfying
- Interesting or engaging

Corresponding negatives meriting the most immediate attention would then be the following:

- Difficult or arduous
- Stressful
- Tedious or boring

As we are not privy to all aspects of the Civil Service Improvement effort, we recognize that there may be priorities or constraints other than numeric and verbal prominence in survey results that will drive decision-making relative to this research. There are also certainly other ways in which the data could be understood. From our perspective as public opinion researchers, however, the starting points we have suggested are at a minimum well-grounded in the data.

How Representative and Dependable Is This Study?

In theory, survey research is only representative and dependable when the response rate is 100 percent. Inasmuch as this is clearly impossible in most situations, a variety of alternative answers to this question have been advanced.

It is probably safe to say that none of these have universal support and that all are controversial. This is particularly true given the overall decline in response rates in recent years.

Our general perspective is that once the response rate passes 50 percent, we know that we have at least heard from the majority. While we have no way of knowing the composition of that majority – whether it might be skewed toward particular kinds of people, for example – we at least know that the "vote" is in favor of what the survey has found. In this case, then, with a 52 percent response rate, we are reasonably confident that the survey results are a reliable source of information for planning and action that reflects the majority point of view.

Finally, it might be possible to test the representativeness of the response by comparing the composition of the resulting sample to the composition of the population from which it was drawn on such characteristics as age, gender, length of service, and the like. If population data are available, these tests would not be difficult to run. Even if they proved positive, however, they could never fully dispel the notion that not everyone "voted" and that some particular group might be left out. If some of them proved negative, on the other hand, they could cast unnecessary doubt on the validity of the findings. Accordingly, our preference is to remain content with the concept of a majority.

What Should Be Considered Going Forward?

As discussed in the methodology section of this report, response rates for the survey differed substantially by method. Over half of those surveyed online responded, versus a third of those surveyed on paper as of the cutoff date (which was well past the due date) and about two-fifths of that group as of this writing. In considering the source of this differential, we advanced two possible

hypotheses: that the mail survey questionnaires had not reached the intended recipients, and that the intended recipients found their jobs too complex and challenging to report on.

Neither one of these hypotheses is fully supported or disproved by the survey results, although analysis of the engagement items data by method suggests at a minimum that the second of these hypotheses is not universally the case. It would also appear to be the case that even the extensive additional effort put into obtaining responses to the mail survey was not fully successful. If this survey is to be replicated in the future, we believe it will be important to consider the paper survey methodology more carefully and to develop a distribution strategy that ensures timely survey receipt, regardless of whether the recipients choose to respond or not.

APPENDIX A
Survey Instrument

STATE OF CALIFORNIA

2015 EMPLOYEE SURVEY

☛Your Opinions, Please

1. For each of the statements below, please check the box to indicate your level of agreement.

	STRONGLY AGREE	SOMEWHAT AGREE	SOMEWHAT DISAGREE	STRONGLY DISAGREE
I believe my work makes a difference in the lives of Californians.	☐4	☐3	☐2	☐1
My co-workers care about me as a person.	☐4	☐3	☐2	☐1
I feel valued as an employee.	☐4	☐3	☐2	☐1
I know what is expected of me on the job.	☐4	☐3	☐2	☐1
I have the opportunity to develop within the position I hold.	☐4	☐3	☐2	☐1
I receive the training I need to do my job well.	☐4	☐3	☐2	☐1
I receive the information I need to do my job well.	☐4	☐3	☐2	☐1
I have confidence in my supervisor.	☐4	☐3	☐2	☐1
People where I work are accountable for results.	☐4	☐3	☐2	☐1
I receive recognition for doing good work.	☐4	☐3	☐2	☐1

☛In Your Own Words

2. Please use the space below to list up to **three words** that you feel best describe your job.

First Word _____

Second Word _____

Third Word _____

☛Please Go To The Other Side

☛A Little About You, Please

3. How long have you worked for the State of California?

- ☐₁ Less Than 1 Year
- ☐₂ 1 to 4 Years
- ☐₃ 5 to 10 Years
- ☐₄ 11 to 20 Years
- ☐₅ 21 to 30 Years
- ☐₆ Over 30 Years

4. What is your employment classification?

- ☐₁ Executive
- ☐₂ Managerial
- ☐₃ Supervisory
- ☐₄ Rank and File

5. What is your age?

- ☐₁ Under 26 Years Old
- ☐₂ 26 to 35 Years Old
- ☐₃ 36 to 45 Years Old
- ☐₄ 46 to 55 Years Old
- ☐₅ 56 to 65 Years Old
- ☐₆ Over 65 Years Old

6. What is your gender?

- ☐₁ Male
- ☐₂ Female
- ☐₃ Transgender

THANK YOU VERY MUCH FOR TAKING THE TIME TO COMPLETE THIS SURVEY!

APPENDIX B

Outreach Letters, Invitation, Cover Letter, and Reminders

Name of Union
Address
City, CA ZIP
Attention: Name

May 26, 2015

The Government Operations Agency and CalHR are launching the state's first-ever government-wide employee engagement survey as part of a broader effort to improve the state's civil service system.

The survey will be sent in early June to a statistically random sample of 5,000 state rank-and-file employees, supervisors, managers and executives. The survey will include 10 closed-end questions related to employee engagement, as well as one open-ended question that offers respondents the opportunity to answer in their own words. In addition, the survey will include four demographic questions related to the respondent's length of service, employment classification, age and gender.

State employees will be allowed to respond to the survey during work hours. Employees included in the sample who do not have ready access to a computer will be mailed written questionnaires and return envelopes.

To ensure the anonymity of respondents' answers, the Government Operations Agency has retained JD Franz Research Inc., an independent research firm, to work with the state on this survey. The mailed questionnaires will not be marked or tracked in any way, and the online survey link will be general rather than individual. Completed responses will be submitted directly to JD Franz Research, which will aggregate the results and forward the findings to the Government Operations Agency. This approach will ensure that respondents' identities are not only protected, but truly unknown.

The firm helped develop the questionnaire and, with the help of CalHR, held two focus groups to refine and clarify the questions.

The Government Operations Agency and CalHR will use the findings to inform the efforts of the Civil Service Improvement project. By analyzing the survey results, the Agency and CalHR can get a better idea of where improvement is most needed and to set a baseline to help determine where improvement efforts are making a difference. This is the first of what the agency hopes will become more regular surveys and the Agency and CalHR will use this experience to refine and improve future efforts.

Thank you for partnering with us as we move forward with Civil Service Improvement. Please do not hesitate to call me at (916) 651-9068 or email at stuart.drown@govops.ca.gov if you have questions.

Sincerely,

Stuart Drown
Deputy Secretary, Innovation and Accountability
Government Operations Agency

DATE: June 1, 2015

TO: All Constitutional Officers

SUBJECT: Employment Engagement Survey

The Government Operations Agency and the California Department of Human Resources are launching the state's first-ever government-wide employee engagement survey as part of a broader effort to improve the state's civil service system. The survey, set for release the week of June 8, will be sent to 5,000 randomly selected state employees, some of whom may work in your organization.

We ask for your assistance and support of the process, as we expect the survey will provide insights that will be valuable to all state managers. The survey focuses on employee engagement, a measure of how connected employees are to their jobs and the meaningfulness of their work. Higher levels of engagement tend to correlate with lower turnover and better customer service.

We expect that the survey responses will provide a better idea of where improvement in employee engagement is most needed and set a baseline for determining where our collective efforts to improve engagement make a difference. The survey will take less than five minutes to complete, and the results will be made public.

To ensure the anonymity and efficacy of the survey responses, we have retained JD Franz Research, Inc., an independent research firm, to work with us on this survey. The questionnaires will not be marked or tracked by individual, and care will be taken to develop a survey sample that protects participants' identities. Completed responses will be submitted directly to JD Franz Research, which will aggregate the results and forward the summary findings to us. Participation is voluntary.

The questions have been developed in consultation with the research firm and refined in three focus groups made up of state employees. All of the questions are designed to identify drivers of engagement that management can act upon. None of them relate to pay or conditions of work, which are covered by collective bargaining agreements.

Please do not hesitate to contact Stuart Drown, Deputy Secretary for Innovation and Accountability at the Government Operations Agency, at stuart.drown@govops.ca.gov or 916-651-9068, if you have any questions.

Sincerely,

Marybel Batjer,   Richard Gillihan,
Secretary   Director
Government Operations Agency   California Department of Human
Resources

DATE: June 1, 2015

TO: All Department Directors

SUBJECT: Employment Engagement Survey

The Government Operations Agency and the California Department of Human Resources are launching the state's first-ever government-wide employee engagement survey as part of a broader effort to improve the state's civil service system. The survey, set for release the week of June 8, will be sent to 5,000 randomly selected state employees, some of whom may work in your organization.

We ask for your assistance and support of the process, as we expect the survey will provide insights that will be valuable to all state managers. The survey focuses on employee engagement, a measure of how connected employees are to their jobs and the meaningfulness of their work. Higher levels of engagement tend to correlate with lower turnover and better customer service.

We expect that the survey responses will provide a better idea of where improvement in employee engagement is most needed and set a baseline for determining where our collective efforts to improve engagement make a difference. The survey will take less than five minutes to complete, and the results will be made public.

To ensure the anonymity and efficacy of the survey responses, we have retained JD Franz Research, Inc., an independent research firm, to work with us on this survey. The questionnaires will not be marked or tracked by individual, and care will be taken to develop a survey sample that protects participants' identities. Completed responses will be submitted directly to JD Franz Research, which will aggregate the results and forward the summary findings to us. Participation is voluntary.

The questions have been developed in consultation with the research firm and refined in three focus groups made up of state employees. All of the questions are designed to identify drivers of engagement that management can act upon. None of them relate to pay or conditions of work, which are covered by collective bargaining agreements.

Please do not hesitate to contact Stuart Drown, Deputy Secretary for Innovation and Accountability at the Government Operations Agency, at stuart.drown@govops.ca.gov or
916-651-9068, if you have any questions.

Sincerely,

Marybel Batjer,   Richard Gillihan,
Secretary   Director
Government Operations Agency   California Department of Human
Resources

ONLINE SURVEY INVITATION

Dear State Employee:

We are writing to ask for your help in understanding how state employees feel about their jobs. This request is part of the state's first-ever government-wide employee engagement survey, which is being sponsored by the Government Operations Agency and CalHR. Employee engagement is a measure of how connected employees are to their jobs and the meaningfulness of their work to them.

Your name was selected at random from the CalHR database of all state employees as one of a very small percentage of employees who are being asked to participate in the survey. We expect that the survey responses will provide a better idea of where improvement in employee engagement is most needed.

The survey should take you less than five minutes to complete, and you may use work hours to do so. Participation is completely voluntary, but the more completed surveys we receive, the more useful the results will be. Please click on the following link to complete the survey:

[SurveyLink]

To ensure that your responses are anonymous, we have retained JD Franz Research, an independent research firm, to work with us on the survey. The survey link is not unique to you – everyone will be using the same link so respondents cannot be tracked. Your responses will be submitted directly to the research firm, which will forward summary findings to us.

If you have any questions, please do not hesitate to contact Stuart Drown at the Government Operations Agency, at stuart.drown@govops.ca.gov or 916-651-9068. Meanwhile, many thanks for your help with this important survey.

Sincerely,

Marybel Batjer   Richard Gillihan
Secretary   Director
Government Operations Agency   CalHR

MAIL SURVEY INVITATION

Dear State Employee:

We are writing to ask for your help in understanding how state employees feel about their jobs. This request is part of the state's first-ever government-wide employee engagement survey, which is being sponsored by the Government Operations Agency and CalHR. Employee engagement is a measure of how connected employees are to their jobs and the meaningfulness of their work to them.

Your name was selected at random from the CalHR database of all state employees as one of a very small percentage of employees who are being asked to participate in the survey. We expect that the survey responses will provide a better idea of where improvement in employee engagement is most needed.

The survey should take you less than five minutes to complete, and you may use work hours to do so. Participation is completely voluntary, but the more completed surveys we receive, the more useful the results will be. A postage-paid envelope is enclosed for your convenience.

To ensure that your responses are anonymous, we have retained JD Franz Research to work with us on the survey. Questionnaires are not marked and will not be tracked in any way. Your responses will be submitted directly to the research firm, which will forward summary findings to us.

If you have any questions, please do not hesitate to contact Stuart Drown at the Government Operations Agency, at stuart.drown@govops.ca.gov or 916-651-9068. Meanwhile, many thanks for your help with this important survey.

Sincerely,

Marybel Batjer   Richard Gillihan
Secretary   Director
Government Operations Agency   CalHR

ONLINE SURVEY REMINDER #1

Dear State Employee:

Last week, we sent you an email requesting your participation in the state's first-ever Employee Engagement Survey. If you have already completed this survey, thank you very much – we really appreciate your cooperation!

If you have not completed the survey, would you be so kind as to do so as soon as possible? The survey questionnaire will take less than five minutes of your time, and we will be most grateful for your assistance!

Please click on the following link to complete the survey:

[SurveyLink]

Sincerely,

Marybel Batjer	Richard Gillihan
Secretary	Director
Government Operations Agency	CalHR

MAIL SURVEY REMINDER POSTCARD

Dear State Employee:

Last week, we sent you a packet requesting your participation in the state's first-ever Employee Engagement Survey. If you have already completed this survey, thank you very much – we really appreciate your cooperation!

If you have not completed the survey, would you be so kind as to do so as soon as possible? If you need another copy, please contact our research firm's representative at (800) 224-6540 or at htholbert@jdfranz.com. The questionnaire will take less than five minutes of your time, and we will be most grateful for your assistance!

Sincerely,

Marybel Batjer	Richard Gillihan
Secretary	Director
Government Operations Agency	CalHR

ONLINE SURVEY REMINDER #2

Dear State Employee:

Time is running out for participation in the first-ever statewide Employee Engagement Survey we first wrote you about in early June. If you have already completed your online questionnaire, we thank you very much – there is nothing else you need to do.

If you have not completed the questionnaire, all you need to do is click on the following link:

[SurveyLink]

The survey will take less than five minutes of your time, and you can use work time.

Our main goal in conducting this survey is to make it easier and more fulfilling for state employees to do their jobs. In order to do this, we need to understand how employees feel about some key aspects of engagement – briefly, their relationships to their jobs. This in turn will enable us to determine where to focus our efforts in order to have maximum impact.

We plan to close the survey out in early July. Won't you please help us make the best decisions by completing the survey now?

Thank you!

Sincerely,

Marybel Batjer   Richard Gillihan
Secretary   Director
Government Operations Agency   CalHR

LAST CHANCE TO COMPLETE THE FIRST-EVER STATEWIDE EMPLOYEE ENGAGEMENT SURVEY!

Dear State Employee:

Time is almost up for participation in the first-ever statewide Employee Engagement Survey we first wrote you about in early June. The final due date is Friday, August 7.

- If you have already completed your questionnaire, please know that we really appreciate it. There is nothing else you need to do.

- If you have not completed the questionnaire, all you need to do is click on the following link:

[SurveyLink]

The survey will take less than five minutes of your time, and you can use work time.

Our main goal in conducting this survey is to make the State of California a better place to work. In order to do this, we need to understand how employees feel about some key aspects of their relationships to their jobs. This will help us determine where to focus our efforts in order to make the most difference.

Again, we need to hear from you no later August 7. Won't you please help us make the best possible decisions by completing the survey now?

Thank you!

Sincerely,

Marybel Batjer   Richard Gillihan
Secretary   Director
Government Operations Agency   CalHR

APPENDIX C
Detailed Data Tabulations

Survey_Type

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Online	2428	93.2	93.2	93.2
	2 Mail	176	6.8	6.8	100.0
	Total	2604	100.0	100.0	

Q1.1 I believe my work makes a difference in the lives of Californians.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly Disagree	75	2.9	2.9	2.9
	2 Somewhat Disagree	133	5.1	5.1	8.0
	3 Somewhat Agree	816	31.3	31.5	39.5
	4 Strongly Agree	1570	60.3	60.5	100.0
	Total	2594	99.6	100.0	
Missing	System	10	.4		
Total		2604	100.0		

Q1.2 My co-workers care about me as a person.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly Disagree	143	5.5	5.5	5.5
	2 Somewhat Disagree	234	9.0	9.1	14.6
	3 Somewhat Agree	1172	45.0	45.5	60.1
	4 Strongly Agree	1029	39.5	39.9	100.0
	Total	2578	99.0	100.0	
Missing	System	26	1.0		
Total		2604	100.0		

Q1.3 I feel valued as an employee.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly Disagree	369	14.2	14.3	14.3
	2 Somewhat Disagree	492	18.9	19.0	33.3
	3 Somewhat Agree	1014	38.9	39.2	72.5
	4 Strongly Agree	712	27.3	27.5	100.0
	Total	2587	99.3	100.0	
Missing	System	17	.7		
Total		2604	100.0		

Q1.4 I know what is expected of me on the job.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly Disagree	66	2.5	2.6	2.6
	2 Somewhat Disagree	182	7.0	7.0	9.6
	3 Somewhat Agree	778	29.9	30.1	39.6
	4 Strongly Agree	1562	60.0	60.4	100.0
	Total	2588	99.4	100.0	
Missing	System	16	.6		
Total		2604	100.0		

Q1.5 I have the opportunity to develop within the position I hold.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly Disagree	373	14.3	14.4	14.4
	2 Somewhat Disagree	433	16.6	16.7	31.1
	3 Somewhat Agree	887	34.1	34.2	65.3
	4 Strongly Agree	900	34.6	34.7	100.0
	Total	2593	99.6	100.0	
Missing	System	11	.4		
Total		2604	100.0		

Q1.6 I receive the training I need to do my job well.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly Disagree	290	11.1	11.2	11.2
	2 Somewhat Disagree	500	19.2	19.3	30.5
	3 Somewhat Agree	1038	39.9	40.0	70.5
	4 Strongly Agree	766	29.4	29.5	100.0
	Total	2594	99.6	100.0	
Missing	System	10	.4		
Total		2604	100.0		

Q1.7 I receive the information I need to do my job well.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly Disagree	246	9.4	9.5	9.5
	2 Somewhat Disagree	510	19.6	19.7	29.2
	3 Somewhat Agree	1097	42.1	42.4	71.7
	4 Strongly Agree	732	28.1	28.3	100.0
	Total	2585	99.3	100.0	
Missing	System	19	.7		
Total		2604	100.0		

Q1.8 I have confidence in my supervisor.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly Disagree	324	12.4	12.6	12.6
	2 Somewhat Disagree	346	13.3	13.4	26.0
	3 Somewhat Agree	797	30.6	30.9	56.9
	4 Strongly Agree	1112	42.7	43.1	100.0
	Total	2579	99.0	100.0	
Missing	System	25	1.0		
Total		2604	100.0		

Q1.9 People where I work are accountable for results.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly Disagree	380	14.6	14.7	14.7
	2 Somewhat Disagree	529	20.3	20.4	35.1
	3 Somewhat Agree	953	36.6	36.8	71.9
	4 Strongly Agree	729	28.0	28.1	100.0
	Total	2591	99.5	100.0	
Missing	System	13	.5		
Total		2604	100.0		

Q1.10 I receive recognition for doing good work.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly Disagree	489	18.8	18.9	18.9
	2 Somewhat Disagree	536	20.6	20.7	39.6
	3 Somewhat Agree	940	36.1	36.3	75.9
	4 Strongly Agree	623	23.9	24.1	100.0
	Total	2588	99.4	100.0	
Missing	System	16	.6		
Total		2604	100.0		

Q3 How long have you worked for the State of California?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Less Than 1 Year	101	3.9	4.3	4.3
	2 1 to 4 Years	329	12.6	13.9	18.1
	3 5 to 10 Years	597	22.9	25.1	43.2
	4 11 to 20 Years	766	29.4	32.3	75.5
	5 21 to 30 Years	474	18.2	20.0	95.5
	6 Over 30 Years	108	4.1	4.5	100.0
	Total	2375	91.2	100.0	
Missing	System	229	8.8		
Total		2604	100.0		

Q4 What is your employment classification?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Executive	45	1.7	1.9	1.9
	2 Managerial	199	7.6	8.4	10.4
	3 Supervisory	298	11.4	12.6	23.0
	4 Rank and File	1815	69.7	77.0	100.0
	Total	2357	90.5	100.0	
Missing	System	247	9.5		
Total		2604	100.0		

Q5 What is your age?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Under 26 Years Old	26	1.0	1.1	1.1
	2 26 to 35 Years Old	366	14.1	15.5	16.6
	3 36 to 45 Years Old	590	22.7	25.0	41.6
	4 46 to 55 Years Old	829	31.8	35.1	76.6
	5 56 to 65 Years Old	484	18.6	20.5	97.1
	6 Over 65 Years Old	68	2.6	2.9	100.0
	Total	2363	90.7	100.0	
Missing	System	241	9.3		
Total		2604	100.0		

Q6 What is your gender?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Male	1129	43.4	48.0	48.0
	2 Female	1219	46.8	51.8	99.7
	3 Transgender	6	.2	.3	100.0
	Total	2354	90.4	100.0	
Missing	System	250	9.6		
Total		2604	100.0		

APPENDIX D

Words That Describe Employees' Jobs

	Frequency	Percent
Challenging	310	4.6
Important	218	3.2
Stressful	196	2.9
Rewarding	194	2.9
Interesting	165	2.4
Busy	134	2.0
Demanding	91	1.3
Underpaid	83	1.2
Frustrating	75	1.1
Fun	69	1.0
Fulfilling	62	0.9
Satisfying	62	0.9
Unappreciated	60	0.9
Necessary	59	0.9
Analytical	57	0.8
Safety	56	0.8
Complex	47	0.7
Exciting	46	0.7
Repetitive	44	0.6
Service	44	0.6
Technical	42	0.6
Enjoyable	42	0.6
Boring	41	0.6
Overwhelming	40	0.6
Helpful	39	0.6
Difficult	38	0.6
Dangerous	37	0.5
Professional	34	0.5
Tedious	34	0.5
Flexible	34	0.5
Meaningful	33	0.5
Thankless	32	0.5
Security	32	0.5
Responsible	31	0.5
Overworked	30	0.4
Accountability	29	0.4
Detailed	29	0.4
Underappreciated	29	0.4
Complicated	27	0.4
Responsibility	27	0.4
Secure	27	0.4
Critical	26	0.4
Routine	25	0.4
Needed	24	0.4
Fast-Paced	23	0.3
Changing	23	0.3
Unfulfilling	21	0.3
Good	20	0.3

Word		
Unpredictable	20	0.3
Paperwork	20	0.3
Accountable	19	0.3
Hectic	19	0.3
Engaging	18	0.3
Inconsistent	18	0.3
Intense	18	0.3
Stress	18	0.3
Valuable	18	0.3
Analysis	17	0.3
Customer Service	17	0.3
Easy	17	0.3
Teamwork	17	0.3
Undervalued	17	0.3
Exhausting	16	0.2
Hard	16	0.2
Independent	16	0.2
Monotonous	16	0.2
Essential	15	0.2
Political	15	0.2
Research	15	0.2
Stable	15	0.2
Work	15	0.2
Analyst	14	0.2
Bureaucratic	14	0.2
Communication	14	0.2
Compliance	14	0.2
Consistent	14	0.2
Timely	14	0.2
Dead end	13	0.2
Opportunity	13	0.2
Supportive	13	0.2
Unique	13	0.2
Vital	13	0.2
Accuracy	12	0.2
Evolving	12	0.2
Fast	12	0.2
Informative	12	0.2
Integrity	12	0.2
Redundant	12	0.2
Support	12	0.2
Varied	12	0.2
Caring	11	0.2
Comfortable	11	0.2
Dynamic	11	0.2
Gratifying	11	0.2
Information	11	0.2
Manager	11	0.2
Protect	11	0.2
Reliable	11	0.2

Unrewarding	11	0.2
Unsupported	11	0.2
Worthwhile	11	0.2
Confidential	10	0.1
Dependable	10	0.1
Great	10	0.1
Innovative	10	0.1
Multi-task	10	0.1
Multi-Tasking	10	0.1
Mundane	10	0.1
OK	10	0.1
Organized	10	0.1
Patience	10	0.1
Productive	10	0.1
Quality	10	0.1
Relevant	10	0.1
Supervisor	10	0.1
Awesome	9	0.1
Commitment	9	0.1
Confusing	9	0.1
Dedication	9	0.1
Educational	9	0.1
Impactful	9	0.1
Interactive	9	0.1
Leader	9	0.1
Management	9	0.1
Micromanaged	9	0.1
Misunderstood	9	0.1
Disrespected	8	0.1
Diverse	8	0.1
Efficiency	8	0.1
Enforcement	8	0.1
Excellent	8	0.1
Knowledge	8	0.1
Money	8	0.1
Non-stop	8	0.1
People	8	0.1
Positive	8	0.1
Repetitious	8	0.1
Satisfaction	8	0.1
Stagnant	8	0.1
Time-consuming	8	0.1
Understaffed	8	0.1
Variety	8	0.1
Analyze	7	0.1
Challenge	7	0.1
Chaotic	7	0.1
Continuous	7	0.1
Creative	7	0.1
Design	7	0.1

Word	Count	%
Different	7	0.1
Draining	7	0.1
Education	7	0.1
Efficient	7	0.1
Ever-changing	7	0.1
Frustrated	7	0.1
Help	7	0.1
Hostile	7	0.1
Learning	7	0.1
Overwhelmed	7	0.1
Pressure	7	0.1
Public	7	0.1
Resourceful	7	0.1
Significant	7	0.1
Specialized	7	0.1
Stimulating	7	0.1
Tiring	7	0.1
Training	7	0.1
Underutilized	7	0.1
Unfair	7	0.1
Administrative	6	0.1
Clerical	6	0.1
Collaborative	6	0.1
Constant	6	0.1
Convoluted	6	0.1
Crucial	6	0.1
Data	6	0.1
Enjoy	6	0.1
Fiscal	6	0.1
Happy	6	0.1
Hard Work	6	0.1
Knowledgeable	6	0.1
Leadership	6	0.1
Production	6	0.1
Regulatory	6	0.1
Reports	6	0.1
Slow	6	0.1
Technology	6	0.1
Unchallenging	6	0.1
Useful	6	0.1
Valued	6	0.1
Accurate	5	0.1
Appreciated	5	0.1
Benefits	5	0.1
Budget	5	0.1
Coordinator	5	0.1
Customer	5	0.1
Detail	5	0.1
Detail-oriented	5	0.1
Diligent	5	0.1

Endless	5	0.1
Entertaining	5	0.1
Hard working	5	0.1
Helper	5	0.1
Helping	5	0.1
Honest	5	0.1
Inefficient	5	0.1
Inspection	5	0.1
Investigative	5	0.1
Job	5	0.1
Life Changing	5	0.1
Long	5	0.1
Manageable	5	0.1
Mandated	5	0.1
Mentor	5	0.1
Methodical	5	0.1
Negative	5	0.1
Organization	5	0.1
Oversight	5	0.1
Policy	5	0.1
Predictable	5	0.1
Projects	5	0.1
Proud	5	0.1
Required	5	0.1
Results	5	0.1
Review	5	0.1
Serve	5	0.1
Simple	5	0.1
Stuck	5	0.1
Tough	5	0.1
Trustworthy	5	0.1
Unimportant	5	0.1
Unorganized	5	0.1
Unprofessional	5	0.1
Unsatisfying	5	0.1
Unsupportive	5	0.1
Wonderful	5	0.1
Accomplishment	4	0.1
Audit	4	0.1
Beneficial	4	0.1
Blessed	4	0.1
Committed	4	0.1
Compassion	4	0.1
Computer	4	0.1
Confident	4	0.1
Confusion	4	0.1
Disorganized	4	0.1
Educate	4	0.1
Effective	4	0.1
Encouraging	4	0.1

Experience	4	0.1
Fairness	4	0.1
Favoritism	4	0.1
Grateful	4	0.1
Improvement	4	0.1
Law	4	0.1
Mediator	4	0.1
Numbers	4	0.1
Outdated	4	0.1
Overload	4	0.1
Patient	4	0.1
Pay	4	0.1
Pleasant	4	0.1
Pressured	4	0.1
Project	4	0.1
Reporting	4	0.1
Respect	4	0.1
Respected	4	0.1
Sacrifice	4	0.1
Science	4	0.1
Taxing	4	0.1
Team	4	0.1
Thorough	4	0.1
Trust	4	0.1
Unrecognized	4	0.1
Water	4	0.1
Accomplished	3	0.0
Active	3	0.0
Administration	3	0.0
Administrator	3	0.0
Amazing	3	0.0
Analyzing	3	0.0
Assist	3	0.0
Assistant	3	0.0
Babysitter	3	0.0
Best	3	0.0
Better	3	0.0
Budgets	3	0.0
Bullied	3	0.0
Bureaucracy	3	0.0
Care	3	0.0
Career	3	0.0
Collection	3	0.0
Community	3	0.0
Competent	3	0.0
Complete	3	0.0
Confidence	3	0.0
Construction	3	0.0
Consuming	3	0.0
Content	3	0.0

Cooperation	3	0.0
Coordination	3	0.0
Crazy	3	0.0
Data Entry	3	0.0
Deadline	3	0.0
Deadlines	3	0.0
Demeaning	3	0.0
Depressing	3	0.0
Devalued	3	0.0
Disappointing	3	0.0
Discouraging	3	0.0
Diversified	3	0.0
Drama	3	0.0
Duty	3	0.0
Emotional	3	0.0
Engineer	3	0.0
Environmental	3	0.0
Ethical	3	0.0
Expendable	3	0.0
Expert	3	0.0
Friendly	3	0.0
Fulfillment	3	0.0
Grants	3	0.0
Growth	3	0.0
Guidance	3	0.0
Harassed	3	0.0
Honor	3	0.0
Hopeful	3	0.0
Hot	3	0.0
Innovation	3	0.0
Inspections	3	0.0
Inspector	3	0.0
Invigorating	3	0.0
Isolated	3	0.0
IT	3	0.0
Legal	3	0.0
Liaison	3	0.0
Life saving	3	0.0
Love	3	0.0
Meetings	3	0.0
Mobility	3	0.0
Moral	3	0.0
Motivating	3	0.0
Never ending	3	0.0
Noble	3	0.0
Opportunities	3	0.0
Over worked	3	0.0
Passion	3	0.0
Payroll	3	0.0
Permitting	3	0.0

Planning	3	0.0
Prestigious	3	0.0
Procedures	3	0.0
Processing	3	0.0
Progressive	3	0.0
Promising	3	0.0
Protection	3	0.0
Protector	3	0.0
Public Health	3	0.0
Purposeful	3	0.0
Reactive	3	0.0
Researcher	3	0.0
Salmon	3	0.0
Satisfactory	3	0.0
Satisfied	3	0.0
Sensitive	3	0.0
Sink Or Swim	3	0.0
Skilled	3	0.0
Solver	3	0.0
Staff	3	0.0
Steady	3	0.0
Stress-free	3	0.0
Successful	3	0.0
Supervise	3	0.0
Supervising	3	0.0
Supervision	3	0.0
Thankful	3	0.0
Time management	3	0.0
Train	3	0.0
Trying	3	0.0
Unappreciative	3	0.0
Unclear	3	0.0
Understanding	3	0.0
Unhappy	3	0.0
Uninspiring	3	0.0
Unmotivating	3	0.0
Unproductive	3	0.0
Unrealistic	3	0.0
Unsafe	3	0.0
Untrained	3	0.0
Versatile	3	0.0
Wasteful	3	0.0
Worried	3	0.0
Writing	3	0.0
Abused	2	0.0
Accounting	2	0.0
Action	2	0.0
Adaptable	2	0.0
Advisor	2	0.0
Advisory	2	0.0

Alert	2	0.0
Ambitious	2	0.0
Antiquated	2	0.0
Appeals	2	0.0
Applications	2	0.0
Appreciate	2	0.0
Archaic	2	0.0
Arduous	2	0.0
Assessment	2	0.0
Attitude	2	0.0
Audits	2	0.0
Awareness	2	0.0
Bad	2	0.0
Biology	2	0.0
Blessing	2	0.0
Camaraderie	2	0.0
Casework	2	0.0
Challenged	2	0.0
Change	2	0.0
Changes	2	0.0
Cheated	2	0.0
Communications	2	0.0
Compassionate	2	0.0
Competence	2	0.0
Competitive	2	0.0
Completeness	2	0.0
Confidentiality	2	0.0
Conflicting	2	0.0
Conservation	2	0.0
Constructive	2	0.0
Consultant	2	0.0
Consulting	2	0.0
Contracts	2	0.0
Correctional	2	0.0
Corrections	2	0.0
Costs	2	0.0
Counselor	2	0.0
Courage	2	0.0
Cumbersome	2	0.0
Custody	2	0.0
Customer-facing	2	0.0
Customers	2	0.0
Database	2	0.0
Daunting	2	0.0
Dedicated	2	0.0
Dependability	2	0.0
Diminished	2	0.0
Direct	2	0.0
Discrimination	2	0.0
Dishonest	2	0.0

Dispensing	2	0.0
Divided	2	0.0
Documentation	2	0.0
Driving	2	0.0
Dysfunctional	2	0.0
Ears	2	0.0
Easy going	2	0.0
Editing	2	0.0
Empowering	2	0.0
Enable	2	0.0
Encourage	2	0.0
Enforcer	2	0.0
Engineering	2	0.0
Enjoyment	2	0.0
Enlightening	2	0.0
Entry-level	2	0.0
Estimate	2	0.0
Excellence	2	0.0
Expectations	2	0.0
Exploited	2	0.0
Eyes	2	0.0
Facilitate	2	0.0
Facilitator	2	0.0
Fair	2	0.0
Family	2	0.0
Fantastic	2	0.0
Filler	2	0.0
Finance	2	0.0
Financial	2	0.0
Firm	2	0.0
Focus	2	0.0
Follow up	2	0.0
Forgotten	2	0.0
Frustration	2	0.0
Futile	2	0.0
Hazardous	2	0.0
Health	2	0.0
Heavy	2	0.0
Helpful to public	2	0.0
Honorable	2	0.0
Ignored	2	0.0
Improving	2	0.0
Inconsistency	2	0.0
Inmates	2	0.0
Inspiring	2	0.0
Instruction	2	0.0
Insurance	2	0.0
Intellectual	2	0.0
Intriguing	2	0.0
Investigate	2	0.0

Investigation	2	0.0
Involved	2	0.0
Just a number	2	0.0
Justice	2	0.0
Lackluster	2	0.0
Laid back	2	0.0
Legislation	2	0.0
Listener	2	0.0
Litigation	2	0.0
Love my job	2	0.0
Loving	2	0.0
Low paying	2	0.0
Lucky	2	0.0
Makes a difference	2	0.0
Manage	2	0.0
Managerial	2	0.0
Managing	2	0.0
Marvelous	2	0.0
Medical	2	0.0
Mercurial	2	0.0
Middle	2	0.0
Mind-numbing	2	0.0
Mis-managed	2	0.0
Mission	2	0.0
Motivate	2	0.0
Motivational	2	0.0
Neglected	2	0.0
Networking	2	0.0
Neutral	2	0.0
New	2	0.0
No Communication	2	0.0
Non-repetitive	2	0.0
Not challenging	2	0.0
Nutrition	2	0.0
Observation	2	0.0
Officer	2	0.0
Operations	2	0.0
OT(Typing)	2	0.0
Outreach	2	0.0
Oversee	2	0.0
Paper-pusher	2	0.0
Paycheck	2	0.0
People Oriented	2	0.0
Perfect	2	0.0
Persistence	2	0.0
Personally rewarding	2	0.0
Personnel	2	0.0
Pertinent	2	0.0
Physical	2	0.0
Politics	2	0.0

Potential	2	0.0
Prepared	2	0.0
Pride	2	0.0
Problem	2	0.0
Production-based	2	0.0
Professionalism	2	0.0
Public Safety	2	0.0
Public Servant	2	0.0
Public Service	2	0.0
Quiet	2	0.0
Reasonable	2	0.0
Reconciliations	2	0.0
Regular hours	2	0.0
Regulation	2	0.0
Regulator	2	0.0
Rehabilitate	2	0.0
Rehabilitation	2	0.0
Relaxed	2	0.0
Relentless	2	0.0
Resolve	2	0.0
Resource	2	0.0
Responsibilities	2	0.0
Restricted	2	0.0
Restrictive	2	0.0
Retirement	2	0.0
Revenue	2	0.0
Reviewer	2	0.0
Risk	2	0.0
Risky	2	0.0
Sad	2	0.0
Safe	2	0.0
Scheduling	2	0.0
Scientist	2	0.0
Secretary	2	0.0
Selfless	2	0.0
Serious	2	0.0
Serving	2	0.0
Sisyphean	2	0.0
Solutions	2	0.0
Special	2	0.0
Spreadsheets	2	0.0
Stability	2	0.0
Steward	2	0.0
Strength	2	0.0
Strenuous	2	0.0
Stressed	2	0.0
Strong analytical skill	2	0.0
Structured	2	0.0
Stupid	2	0.0
Subjective	2	0.0

Swamped	2	0.0
Teacher	2	0.0
Tech	2	0.0
Time	2	0.0
Timeliness	2	0.0
Tracking	2	0.0
Trainer	2	0.0
Travel	2	0.0
Typing	2	0.0
Typist	2	0.0
Unacknowledged	2	0.0
Unappreciate	2	0.0
Uncertain	2	0.0
Uncoordinated	2	0.0
Undefined	2	0.0
Under resourced	2	0.0
Underpay	2	0.0
Under-resourced	2	0.0
Understand	2	0.0
Unethical leadership	2	0.0
Unexciting	2	0.0
Ungrateful	2	0.0
Unmanaged	2	0.0
Unreasonable	2	0.0
Unrelenting	2	0.0
Unstable	2	0.0
Unwanted	2	0.0
Vague	2	0.0
Variable	2	0.0
Varying	2	0.0
Very challenging	2	0.0
Very good	2	0.0
Voluminous	2	0.0
Waste	2	0.0
Weighty	2	0.0
Well compensated	2	0.0
Wide-ranging	2	0.0
Worthless	2	0.0
21 years disapprove	1	0.0
5 more years left	1	0.0
A Little Pressure at time	1	0.0
A little stress	1	0.0
A lot of details	1	0.0
A lot of work and no time	1	0.0
A lot to remember	1	0.0
Abandoned	1	0.0
Ability to make difference	1	0.0
Ability to modify tasks	1	0.0
Abontament	1	0.0
Abounding	1	0.0

Abundant	1	0.0
Abuse	1	0.0
Access to care	1	0.0
Accessible	1	0.0
Accident	1	0.0
Accommodating	1	0.0
Accomplish	1	0.0
Accountability/Training	1	0.0
Accountant	1	0.0
Achievement	1	0.0
Adabas	1	0.0
Adapt	1	0.0
Administer	1	0.0
Adrift	1	0.0
Advance	1	0.0
Adventurous	1	0.0
Advise	1	0.0
Advocacy	1	0.0
Advocate	1	0.0
Aggravating	1	0.0
Aid	1	0.0
Air pollution enforcement	1	0.0
All	1	0.0
All over the place	1	0.0
always changing	1	0.0
Always expecting unexpected	1	0.0
Always on guard/safety	1	0.0
Always something new to learn	1	0.0
ambiguous	1	0.0
Amorphus	1	0.0
Amusing	1	0.0
Anachronistic	1	0.0
Analyzer	1	0.0
And get it done	1	0.0
Answers	1	0.0
Antiquated (software)	1	0.0
Anxious	1	0.0
Appeased	1	0.0
Approachable	1	0.0
Appropriate	1	0.0
Architect	1	0.0
Arguing	1	0.0
As needed	1	0.0
Asinine	1	0.0
Assess	1	0.0
Assets	1	0.0
Associate	1	0.0
At times dull	1	0.0
Attacked	1	0.0
Attendance	1	0.0

Attentive	1	0.0
Auditor	1	0.0
Authoritative	1	0.0
Awarding	1	0.0
Back	1	0.0
Back stab, out to fire C/O's	1	0.0
Backlog	1	0.0
Balanced	1	0.0
Barriers	1	0.0
Beaten down	1	0.0
Beautiful	1	0.0
Behavior modification	1	0.0
Beleaguered	1	0.0
Beneficial to our elderly	1	0.0
Benefit	1	0.0
Benevolence	1	0.0
Benign	1	0.0
Books	1	0.0
Brave	1	0.0
Bridge	1	0.0
Bring taxpayers to compliance to pay taxes and file return	1	0.0
Broad	1	0.0
Budgeting	1	0.0
Bully	1	0.0
Business Analyst	1	0.0
Busy (hectic)	1	0.0
But okay	1	0.0
But satisfying	1	0.0
C/O's have no say, meaningless	1	0.0
Calculating	1	0.0
California	1	0.0
Can be challenging	1	0.0
Can't finish all the assignments as I want	1	0.0
Careful	1	0.0
Catch-up	1	0.0
Catering	1	0.0
Central	1	0.0
Cerebral	1	0.0
Cert	1	0.0
Chained	1	0.0
Chalenging	1	0.0
Challenge job	1	0.0
Challenging but Enjoyable	1	0.0
Chaos	1	0.0
chaotic	1	0.0
Chat	1	0.0
Cheated and insulted	1	0.0
Checklists	1	0.0
Chemistry	1	0.0

Civil service	1	0.0
Clarity	1	0.0
Clean	1	0.0
Clean and healthy Environment to work	1	0.0
Clicks	1	0.0
Cliques	1	0.0
Close to the best job	1	0.0
Coach	1	0.0
Coaching	1	0.0
Cockroach	1	0.0
Coleman monitoring guidelines	1	0.0
Collateral damage	1	0.0
Collections	1	0.0
Collegial	1	0.0
Communication and order	1	0.0
Compensation	1	0.0
Compensatory	1	0.0
Competent, very competent	1	0.0
Complacency	1	0.0
Complacent	1	0.0
Complicating	1	0.0
Composure	1	0.0
Comprehensive	1	0.0
Compromise	1	0.0
Conductor	1	0.0
Confidant	1	0.0
Conflict Resolution	1	0.0
Confused	1	0.0
Congruent	1	0.0
Connected	1	0.0
Connecting	1	0.0
Connections	1	0.0
Conscientious	1	0.0
Consistency	1	0.0
Constant	1	0.0
Constrained	1	0.0
Consultative	1	0.0
Contentious	1	0.0
Contentment	1	0.0
Contingent	1	0.0
Continual	1	0.0
Contradictory	1	0.0
Contributing	1	0.0
Contribution	1	0.0
Control	1	0.0
Controlling	1	0.0
Controversial	1	0.0
Conversation	1	0.0
Cooperative	1	0.0
Coordinate	1	0.0

Coordinating	1	0.0
Cop	1	0.0
Copious	1	0.0
Cornerstone	1	0.0
Correct	1	0.0
Corrective maintenance	1	0.0
Corrupt	1	0.0
Cost-saving	1	0.0
Counseling	1	0.0
Courageous	1	0.0
Courtesy	1	0.0
Courtous	1	0.0
Coworkers	1	0.0
Crane	1	0.0
Crappy!!	1	0.0
Criminals	1	0.0
Crisis	1	0.0
Crisis management	1	0.0
Criticized	1	0.0
CTA (Training practice) read and sign training practices	1	0.0
Cure	1	0.0
Curious	1	0.0
Customer Focused	1	0.0
Customer oriented	1	0.0
Customer-oriented	1	0.0
Cutting edge	1	0.0
Cyclical	1	0.0
Daily	1	0.0
Daily dead lines	1	0.0
Dangerous d/t min custody support	1	0.0
Data entry	1	0.0
Data management	1	0.0
Data processor	1	0.0
Data Steward	1	0.0
Database admin	1	0.0
Databases	1	0.0
Data-entry	1	0.0
Data-Management	1	0.0
Data-Migration	1	0.0
Data-Quality	1	0.0
Day	1	0.0
Decent	1	0.0
Decision making	1	0.0
Decisions	1	0.0
Decisive	1	0.0
Defeated	1	0.0
Defend	1	0.0
Degraded	1	0.0
Degrading	1	0.0

Delegating	1	0.0
Delegator	1	0.0
Delivering	1	0.0
Delivery	1	0.0
Demoralizing	1	0.0
Dental-assistant	1	0.0
Dentist	1	0.0
Dependent	1	0.0
Depressed	1	0.0
Deranged	1	0.0
Design Office	1	0.0
Designer	1	0.0
Designs	1	0.0
Desirable	1	0.0
Detailing and calendaring	1	0.0
Details	1	0.0
Determination	1	0.0
Determined	1	0.0
Detested	1	0.0
Developer	1	0.0
Diagnosis	1	0.0
Diagnostic	1	0.0
DICTATORIAL LSSII MANAGER	1	0.0
Difference	1	0.0
Difficulty	1	0.0
Digital	1	0.0
Diligence	1	0.0
Diplomacy	1	0.0
Direction	1	0.0
Directive	1	0.0
Director	1	0.0
Disabled	1	0.0
Disappointed	1	0.0
Disappreciated by other departments	1	0.0
Disciplinarian	1	0.0
Discipline	1	0.0
Discouraged	1	0.0
Disease	1	0.0
Disgenuine	1	0.0
Disgusting	1	0.0
Disheartening	1	0.0
Dishonesty	1	0.0
Disillusioned	1	0.0
Dislike	1	0.0
Dislike the fact of how management feels about our safety.	1	0.0
Disliked	1	0.0
Dispatch	1	0.0
Dispatcher	1	0.0
Dispense	1	0.0

Dispiriting	1	0.0
Disposable	1	0.0
Disrespect	1	0.0
Disrespected, accountant, coordinator	1	0.0
Disrespectful	1	0.0
Dissatisfying	1	0.0
Dissemination	1	0.0
Disseminator	1	0.0
Distribute	1	0.0
Do It Right	1	0.0
Do your better.	1	0.0
Do your job.	1	0.0
Document	1	0.0
Doing the work of two officers	1	0.0
Don't Understand Mileage	1	0.0
Downgraded	1	0.0
Downmentation	1	0.0
Dream	1	0.0
Drills	1	0.0
Drive A lot	1	0.0
Drudgery	1	0.0
Drugs	1	0.0
Dull	1	0.0
Dumped on	1	0.0
Dumped upon	1	0.0
Dumps	1	0.0
Duties	1	0.0
Dynamic (rules always change for QA/QC)	1	0.0
Early	1	0.0
Easy to talk to	1	0.0
Easy-going	1	0.0
Eclectic	1	0.0
Economic increase	1	0.0
Educate taxpayers	1	0.0
Educate/training	1	0.0
Educating	1	0.0
Effective communication	1	0.0
Effectiveness	1	0.0
Efficient worker	1	0.0
Effort	1	0.0
Eggshells	1	0.0
Egregious	1	0.0
Elegant	1	0.0
Elevator	1	0.0
Email	1	0.0
Emails	1	0.0
Emergency	1	0.0
Empathetic	1	0.0
Empathy	1	0.0
Empowerment	1	0.0

Encouraged	1	0.0
Energizing	1	0.0
Energy Research	1	0.0
Engagement	1	0.0
Enhance	1	0.0
Enormous	1	0.0
Entry	1	0.0
Environment	1	0.0
Erratic	1	0.0
Essential public safety	1	0.0
Evaluate	1	0.0
Evaluation	1	0.0
Eventful	1	0.0
Ever changing	1	0.0
Everchanging	1	0.0
Ever-evolving	1	0.0
Everlasting	1	0.0
Ever-moving	1	0.0
Everything's ok	1	0.0
Excellent customer service	1	0.0
Excellent grammar/spelling	1	0.0
Exceptionally Demanding	1	0.0
Excessive	1	0.0
Exhausted	1	0.0
Expensive	1	0.0
Experiencing variety	1	0.0
Explanatory	1	0.0
Exploration	1	0.0
External affairs	1	0.0
Extremely busy	1	0.0
Faceless	1	0.0
Facilitate settlement of cases	1	0.0
Facilitates	1	0.0
Facilitation	1	0.0
Facilities	1	0.0
Fact-finder	1	0.0
Factual	1	0.0
Fair/Neutral	1	0.0
Fake	1	0.0
family	1	0.0
Fare	1	0.0
Fascinating	1	0.0
Fast pace/Busy	1	0.0
Fast Paced	1	0.0
Fast phase	1	0.0
Fast-moving	1	0.0
Fast-paced	1	0.0
Favorites	1	0.0
Fear	1	0.0
Feckless	1	0.0

Federal	1	0.0
Feel good about being at work	1	0.0
Feel good about.	1	0.0
Female correctional officer	1	0.0
Field work	1	0.0
Final asa	1	0.0
Financial security	1	0.0
Financially secure	1	0.0
Finish the works	1	0.0
Fire	1	0.0
Firefighter	1	0.0
Fireman	1	0.0
First responder	1	0.0
Fisheries	1	0.0
Fix	1	0.0
Floundering	1	0.0
Flow measurements	1	0.0
Fluctuating	1	0.0
Focus oriented	1	0.0
Focused	1	0.0
Follow rule	1	0.0
Forensic	1	0.0
Forms	1	0.0
Fortunate	1	0.0
Fostering strength	1	0.0
Fragmented	1	0.0
Fraudulent	1	0.0
Free	1	0.0
Freeway	1	0.0
Friend	1	0.0
Friendly and helpful people	1	0.0
Friendship	1	0.0
Friendships	1	0.0
Fruitful	1	0.0
Frustrating/overwhelming	1	0.0
Fuels	1	0.0
Full of nepotism	1	0.0
Full-time	1	0.0
Games	1	0.0
Gearhead	1	0.0
GED	1	0.0
Generalist	1	0.0
Geologist	1	0.0
Getting worth	1	0.0
Goals	1	0.0
Good communication	1	0.0
Good retirement	1	0.0
Graphic artist	1	0.0
Gratification	1	0.0
Gratitude	1	0.0

Great opportunity	1	0.0
Great paying job	1	0.0
Great retirement	1	0.0
Great staff	1	0.0
Great work	1	0.0
Guide	1	0.0
Hands on	1	0.0
Hands tie	1	0.0
Harassment	1	0.0
Hard worked	1	0.0
Hard worker	1	0.0
Hard working employee	1	0.0
Harsh	1	0.0
Hateful	1	0.0
hateful	1	0.0
Hazard	1	0.0
Health benefits	1	0.0
Health care	1	0.0
Health plan oversight	1	0.0
Healthy	1	0.0
Heavy Work Load	1	0.0
Help to promote mission and value	1	0.0
HelpDesk	1	0.0
Helping California people	1	0.0
Helping people	1	0.0
Hierarchical	1	0.0
High demand	1	0.0
High Stress	1	0.0
High Volume	1	0.0
high-pressure	1	0.0
Highway	1	0.0
Hiring	1	0.0
Historical preservation	1	0.0
Holiday	1	0.0
Honesty	1	0.0
Honored	1	0.0
Hopeless	1	0.0
Horrible	1	0.0
Hostile environment	1	0.0
Hostile environment (with Inmates) d/t very lack Custody support	1	0.0
Hours	1	0.0
Human	1	0.0
Human Resources	1	0.0
Humanity	1	0.0
Humble	1	0.0
Humbling	1	0.0
Humdrum	1	0.0
Hydrology	1	0.0
I am just a tool for the supervisors	1	0.0

I take care of my patients	1	0.0
I/M's out of control	1	0.0
Ideal	1	0.0
Idiocrocy	1	0.0
Idle	1	0.0
Imaginative	1	0.0
Impact on environment	1	0.0
Impacting	1	0.0
Impartial	1	0.0
Imperative	1	0.0
Implementation	1	0.0
Implementing	1	0.0
Important to division	1	0.0
Important Work	1	0.0
Improve the process	1	0.0
Improved	1	0.0
Incompatible	1	0.0
Incomplete	1	0.0
Inconsistent, duties changing all the time	1	0.0
Incredible	1	0.0
Indifference	1	0.0
Indifferent	1	0.0
Ineffective	1	0.0
Ineffectual	1	0.0
Influential	1	0.0
Inform	1	0.0
Information Recourse	1	0.0
Informational	1	0.0
Informing	1	0.0
Inmate	1	0.0
Innovate	1	0.0
Innovating	1	0.0
Input	1	0.0
Insecure	1	0.0
Insignificant	1	0.0
Insipid	1	0.0
Inspirational	1	0.0
Instability	1	0.0
Institution has a "don't care attitude"	1	0.0
Instructional	1	0.0
Insufficient staffing	1	0.0
Integral	1	0.0
Integrating	1	0.0
Intensive	1	0.0
Interact	1	0.0
Interaction	1	0.0
Interdependent	1	0.0
Interdisciplinary	1	0.0
Interesting	1	0.0
Interface with public	1	0.0

Interlinked	1	0.0
Internal controls	1	0.0
Interpret	1	0.0
Interpretation	1	0.0
Interpreter	1	0.0
Interrelated	1	0.0
Intuitive	1	0.0
Inventory	1	0.0
Investigations	1	0.0
Investigator	1	0.0
Investigatory	1	0.0
Involvement	1	0.0
Ironic	1	0.0
Irreconcilable	1	0.0
Irrelevant	1	0.0
Irreplaceable	1	0.0
Irritating	1	0.0
Isolating	1	0.0
Issues	1	0.0
It is stressful	1	0.0
It ok	1	0.0
ITB	1	0.0
It's fine	1	0.0
It's who you know syndrome (Promotion)	1	0.0
Jack of a trades	1	0.0
Job have mission	1	0.0
Job security	1	0.0
Judgement	1	0.0
Keep Numbers Down	1	0.0
Key	1	0.0
Knowledgable	1	0.0
Lab	1	0.0
Labor	1	0.0
Labor laws	1	0.0
Lack	1	0.0
Lack of communication	1	0.0
Lack of integrity	1	0.0
Lack of opportunity	1	0.0
Lack of planning of managers	1	0.0
Lack of support	1	0.0
Lackadaisical	1	0.0
Lacking	1	0.0
Lacking freedom	1	0.0
Lacking leadership	1	0.0
Lacks Leadership	1	0.0
Ladderless	1	0.0
Large volume of work	1	0.0
Law Enforcement	1	0.0
Lawful	1	0.0
Laws	1	0.0

Lead	1	0.0
Leadershipless	1	0.0
Learn new things everyday	1	0.0
Leave accurals	1	0.0
Legislative	1	0.0
Lengthy	1	0.0
Less stress	1	0.0
Level IV	1	0.0
Liability	1	0.0
Licensed	1	0.0
Life threatening	1	0.0
Lifeline	1	0.0
Lift	1	0.0
Like	1	0.0
Like my job	1	0.0
Limited	1	0.0
Limitless	1	0.0
Listening	1	0.0
Literacy	1	0.0
Little and no recognition	1	0.0
Little pay	1	0.0
Livelihood	1	0.0
Lively	1	0.0
Logical	1	0.0
Lonely	1	0.0
Loose management	1	0.0
Lost	1	0.0
Lots of information to learn	1	0.0
Lots to fo	1	0.0
Love it	1	0.0
Low morality	1	0.0
Low paid	1	0.0
Low pay	1	0.0
Low stress	1	0.0
Loyal	1	0.0
Loyalty	1	0.0
Lucrative	1	0.0
Machining	1	0.0
Mail	1	0.0
Maintain	1	0.0
Maintaining high level of accuracy	1	0.0
Maintenance	1	0.0
Make a difference	1	0.0
Make change to state's revenue	1	0.0
Making a difference	1	0.0
Making the magic happen	1	0.0
Manage-By-Exception (MBE) - Passive	1	0.0
Management only cares about themselves	1	0.0
Managements advancement of friends first	1	0.0
Mandatory	1	0.0

Manipulative	1	0.0
Many steps	1	0.0
Material	1	0.0
Materiality	1	0.0
Matters	1	0.0
Mean	1	0.0
Meaningless	1	0.0
Measured	1	0.0
Mediation	1	0.0
Medical Contracts	1	0.0
Medication	1	0.0
Mediocre	1	0.0
Meds	1	0.0
Menial	1	0.0
Mentally aggravating	1	0.0
Mentorship	1	0.0
Mess up and you're fired.	1	0.0
Messenger	1	0.0
Meticulous	1	0.0
MI Reports	1	0.0
Micromanage	1	0.0
Micromanaging	1	0.0
Middle man	1	0.0
Minimized	1	0.0
Minion	1	0.0
Minutia	1	0.0
Mis-classified	1	0.0
Misfit	1	0.0
Mismanagement	1	0.0
Misrepresented	1	0.0
Model	1	0.0
Moderately challenging	1	0.0
Moderator	1	0.0
Monetarily rewarding	1	0.0
Money waster	1	0.0
Monitoring	1	0.0
Monumental	1	0.0
More training needed	1	0.0
Mostly Predictable	1	0.0
Motivation	1	0.0
Multifaceted	1	0.0
Mushroom	1	0.0
Navigator	1	0.0
Necessary (to serve public)	1	0.0
Necessity	1	0.0
Need electric kart	1	0.0
Need more staff	1	0.0
Need motivation	1	0.0
Need to be organized	1	0.0
Needful	1	0.0

Needs a raise	1	0.0
Needs structure	1	0.0
Nepatism	1	0.0
Nepotism	1	0.0
Nepotism (Worst case I have seen)	1	0.0
Network	1	0.0
Never boring	1	0.0
Never changing	1	0.0
Never do anything right	1	0.0
Never dull	1	0.0
Never Ending Story	1	0.0
New paradigm	1	0.0
Nice	1	0.0
Nice work environment	1	0.0
No accountability	1	0.0
No alarms	1	0.0
No guidance	1	0.0
No job stress	1	0.0
No management support!!	1	0.0
No motivation	1	0.0
No opportunity to advance	1	0.0
No stressful	1	0.0
No support	1	0.0
Non-appreciated	1	0.0
Noncompliant	1	0.0
Non-fulfilling	1	0.0
Non-growth	1	0.0
Non-innovative	1	0.0
Nonpromotional	1	0.0
Non-rewarding most times	1	0.0
Nonthankful	1	0.0
No-one-works	1	0.0
Not appreciated	1	0.0
Not consisted	1	0.0
Not necessary	1	0.0
Not needed	1	0.0
Not representive	1	0.0
Not respected	1	0.0
Not rewarding	1	0.0
Not supported	1	0.0
Not very challenging	1	0.0
Observe	1	0.0
Odious	1	0.0
Offender rehabilitation opportunity	1	0.0
Office	1	0.0
Offline work	1	0.0
On	1	0.0
One	1	0.0
Only promo or mostly promo males (need more black supervisors-female)	1	0.0

Opinion	1	0.0
Opportunity to learn	1	0.0
Oppression	1	0.0
Optimistic	1	0.0
Optional	1	0.0
Orchestrating	1	0.0
Ordering	1	0.0
Organizer	1	0.0
Outsider	1	0.0
Outstanding	1	0.0
Over	1	0.0
Over analyzing	1	0.0
Over loaded	1	0.0
Over processed	1	0.0
Overburden	1	0.0
Overburdened	1	0.0
Overloaded	1	0.0
Overlooked	1	0.0
Overly abundant	1	0.0
Overly competitive	1	0.0
Over-reviewed	1	0.0
Overtime	1	0.0
overwhelming papers	1	0.0
Overwork	1	0.0
Paid	1	0.0
Paid is low	1	0.0
Painful	1	0.0
Paper processing	1	0.0
Paper-pushing	1	0.0
Parks	1	0.0
Partnership	1	0.0
Patient advocacy	1	0.0
Pawn	1	0.0
Pays my bills	1	0.0
Pays the bills	1	0.0
Peace	1	0.0
Peace Officer	1	0.0
Peaceful	1	0.0
Peacemaker	1	0.0
Perfection	1	0.0
Performance	1	0.0
Periodically fulfilling	1	0.0
Permit	1	0.0
Personal	1	0.0
Personality	1	0.0
Physician	1	0.0
Piece of cake	1	0.0
Piecemeal	1	0.0
Pilot	1	0.0
Plain	1	0.0

Planning how to work	1	0.0
Pointless (at times)	1	0.0
Policy-driven	1	0.0
Polished	1	0.0
Poor	1	0.0
Poor pay	1	0.0
Poor Training	1	0.0
Poor upper management	1	0.0
Poorly Run Social Work Dept.	1	0.0
Powerful	1	0.0
Powerless	1	0.0
Precise	1	0.0
Precision	1	0.0
Prejudiced	1	0.0
Prescriptions	1	0.0
Preservation	1	0.0
Pressure about stats	1	0.0
Prestige	1	0.0
Prevent	1	0.0
Preventive	1	0.0
Prioritizing	1	0.0
Priority	1	0.0
Prison	1	0.0
Privilege	1	0.0
Pro I/M	1	0.0
Proactive	1	0.0
Problem solver	1	0.0
Problem-Solving	1	0.0
Process	1	0.0
Process data	1	0.0
Process driven	1	0.0
Proctologist	1	0.0
Procuring	1	0.0
Productivity	1	0.0
Professional/courteous	1	0.0
Professional/Well-trained	1	0.0
Program	1	0.0
Programmer	1	0.0
Programming	1	0.0
Progress	1	0.0
Progressively Stressful	1	0.0
Project viability	1	0.0
Projection	1	0.0
Propitious	1	0.0
Prosperous	1	0.0
Protecting	1	0.0
Protective	1	0.0
Provide	1	0.0
Providing	1	0.0
Psychiatric	1	0.0

Public speaker	1	0.0
Publication development	1	0.0
Punctual	1	0.0
Punitive	1	0.0
Quality Assurance	1	0.0
Quantity	1	0.0
Questioner	1	0.0
Quick	1	0.0
Quickness	1	0.0
Rafe	1	0.0
Reach	1	0.0
Reactionary	1	0.0
Readiness	1	0.0
Ready	1	0.0
Real	1	0.0
Recommend	1	0.0
Reconciling	1	0.0
Reconsideration	1	0.0
Records	1	0.0
Recourse	1	0.0
Red tape	1	0.0
Reengineering	1	0.0
Re-engineering	1	0.0
Referee	1	0.0
Refunds	1	0.0
Regulations	1	0.0
Rehabilitative	1	0.0
Relationships	1	0.0
Relative	1	0.0
Reliability	1	0.0
Relied on	1	0.0
Renewables	1	0.0
Repeatable	1	0.0
Repeatedly	1	0.0
Repeating	1	0.0
Repentive	1	0.0
Repetition	1	0.0
Report	1	0.0
Representing	1	0.0
Repressed	1	0.0
Requirement	1	0.0
Research - Resources	1	0.0
Resourcefulness	1	0.0
Resources	1	0.0
Respect (Lack of)	1	0.0
Respectable	1	0.0
Responsibility and commitment	1	0.0
Responsible for tax payers funds	1	0.0
Responsiblity	1	0.0
Responsive	1	0.0

Results driven	1	0.0
Retaliating unethical environment	1	0.0
Retaliatory	1	0.0
Retrofitting	1	0.0
Return	1	0.0
Revealing	1	0.0
Revered	1	0.0
Reviewing	1	0.0
Reward	1	0.0
Rewards	1	0.0
Rich	1	0.0
Righteous	1	0.0
Rigid	1	0.0
Risk-averse	1	0.0
Rivers	1	0.0
Robot	1	0.0
Rocks	1	0.0
Role model	1	0.0
Rollercoaster	1	0.0
Rough	1	0.0
Rubberstamp	1	0.0
Rudderless	1	0.0
Rude	1	0.0
Rugged	1	0.0
Rules	1	0.0
Runnung	1	0.0
Rushed	1	0.0
Rush-jobs	1	0.0
Safeguard	1	0.0
Safety - Public safety	1	0.0
Safety/Teamworks	1	0.0
Salary advance	1	0.0
Sales	1	0.0
Sanitation	1	0.0
Save lives	1	0.0
Save taxpayers money	1	0.0
Saving	1	0.0
Scanning	1	0.0
Scarce	1	0.0
Scary	1	0.0
Scattered	1	0.0
Scrutinized	1	0.0
Second-guessed	1	0.0
Security - Public security	1	0.0
Security (Institutional)	1	0.0
Sedentary	1	0.0
Seismic Compliance	1	0.0
Selective	1	0.0
Self Directed	1	0.0
Self motivate	1	0.0

Self motivating	1	0.0
Self Motivating	1	0.0
Self sufficient	1	0.0
Self-Directed	1	0.0
Self-righteous leadership	1	0.0
Senior	1	0.0
Sense of dedication	1	0.0
Service Oriented	1	0.0
Sexy	1	0.0
Sharepoint	1	0.0
Shift	1	0.0
Shithole	1	0.0
Shocking	1	0.0
Short staff	1	0.0
Shut my mouth and follow blindly	1	0.0
Sign	1	0.0
Silos	1	0.0
Simple Minded	1	0.0
Simple-minded	1	0.0
Sincere	1	0.0
Sit	1	0.0
Skill	1	0.0
Sleep inducing	1	0.0
Slow paced	1	0.0
Small	1	0.0
So many but easy	1	0.0
Social	1	0.0
Social security	1	0.0
Social services	1	0.0
Social worker	1	0.0
Software designer	1	0.0
Solitary	1	0.0
Solved	1	0.0
Sometimes challenging	1	0.0
Sometimes demanding	1	0.0
Sometimes rewarding	1	0.0
Sometimes stressful	1	0.0
Somewhat Challenging	1	0.0
Somewhat enjoyable	1	0.0
Somewhat hectic	1	0.0
Soulshaping	1	0.0
Spanish	1	0.0
Specialty	1	0.0
Speechless	1	0.0
Speed	1	0.0
Spontaneous	1	0.0
Spreadsheet	1	0.0
SQL	1	0.0
SSI	1	0.0
Stagnate	1	0.0

Standard	1	0.0
Standards	1	0.0
State	1	0.0
State of California	1	0.0
Static	1	0.0
Statistics	1	0.0
Step-by-step	1	0.0
Steppingstone	1	0.0
Stifling	1	0.0
Stone age	1	0.0
Straightforward	1	0.0
Strategizing	1	0.0
Stressed out	1	0.0
Stressful / a lot of stressor	1	0.0
Stressful in vain	1	0.0
Stripe	1	0.0
Stronger supervisor	1	0.0
Structural Engineer	1	0.0
Struggle	1	0.0
Stuck at same position	1	0.0
Study	1	0.0
Stupendous	1	0.0
Subpoenas	1	0.0
Success	1	0.0
Sufficient	1	0.0
Summary	1	0.0
Sunny	1	0.0
Supercalifragilisticexpialidocious	1	0.0
Superfluous	1	0.0
Superior	1	0.0
Support (Lack of)	1	0.0
Support and training staff	1	0.0
Supporting	1	0.0
Surplus pick up	1	0.0
Surprising	1	0.0
Survey	1	0.0
Surveys	1	0.0
Surviving	1	0.0
Sustainable	1	0.0
Swell	1	0.0
Synthesis	1	0.0
System	1	0.0
Tantalizing	1	0.0
Target	1	0.0
Tasking	1	0.0
Taskmaster	1	0.0
Tax	1	0.0
Teach	1	0.0
Teaching	1	0.0
Team effort	1	0.0

Team oriented	1	0.0
Team Player	1	0.0
Team player	1	0.0
Technical updates	1	0.0
Technological	1	0.0
TeleCom	1	0.0
Telemetry	1	0.0
Temporary workers	1	0.0
Tenacity	1	0.0
Tension	1	0.0
Terrible	1	0.0
Tester	1	0.0
Thankless job	1	0.0
The position of SVRC/SC meaningless	1	0.0
The rat race experiment	1	0.0
The state spends too much	1	0.0
Therapist	1	0.0
Therapy	1	0.0
There	1	0.0
Think	1	0.0
Thinking	1	0.0
Thought-provoking	1	0.0
Through	1	0.0
Time based	1	0.0
Time efficient	1	0.0
Timekeeper	1	0.0
Tired of it	1	0.0
Tiresome	1	0.0
To serve the Veterans	1	0.0
Tolerable	1	0.0
Tolerated	1	0.0
Too many paperwork	1	0.0
Too many processes	1	0.0
Too many unwritten rules	1	0.0
Too much administration	1	0.0
Too much work	1	0.0
Torpidity	1	0.0
Traffic	1	0.0
Tragic	1	0.0
Training-tastic	1	0.0
Transactional	1	0.0
Transferable	1	0.0
Transition	1	0.0
Transitioned	1	0.0
Transportation	1	0.0
Trashman	1	0.0
Treat	1	0.0
Treatment	1	0.0
Trial	1	0.0
Tricky	1	0.0

Trouble shooter	1	0.0
Troubled	1	0.0
Troubleshooting	1	0.0
Trusted	1	0.0
Trusting	1	0.0
Turmoil	1	0.0
Ugh	1	0.0
Unaccepted	1	0.0
Unaccountable	1	0.0
Unambious	1	0.0
Unappreciated by the public	1	0.0
Unbalance	1	0.0
Unbalanced	1	0.0
Unchallenged	1	0.0
Uncomfortable	1	0.0
Undefinable	1	0.0
Under	1	0.0
Under compensated	1	0.0
Under funded	1	0.0
Under informed	1	0.0
Undercompensated	1	0.0
Under-compensated	1	0.0
Underdeveloped	1	0.0
Underestimated	1	0.0
Underfunded	1	0.0
Underminded	1	0.0
Under-valued	1	0.0
Undignity	1	0.0
Unethical	1	0.0
Unfelling	1	0.0
Unfit	1	0.0
Unflexible schedule	1	0.0
Unforgiving	1	0.0
Unfriendly	1	0.0
Unfulfillable	1	0.0
Unfulfilled	1	0.0
Unfunded	1	0.0
Unglamorous	1	0.0
Ungratifying	1	0.0
Unhealthy	1	0.0
Unidimensional	1	0.0
Unimaginative	1	0.0
Uninformed	1	0.0
Unintelligent	1	0.0
Union job	1	0.0
Unknown	1	0.0
Unmonitored	1	0.0
Unmotivational	1	0.0
Unnecessary	1	0.0
Unnoticed	1	0.0

Un-noticed	1	0.0
Unobtainable	1	0.0
Unrealistic work load	1	0.0
Unreasonable expectations	1	0.0
Unrelated	1	0.0
Unreliable	1	0.0
Unrewarded	1	0.0
Unsafe Law Enforcement numbers	1	0.0
Unsatisfied	1	0.0
Unsincere	1	0.0
Unskilled	1	0.0
Unstructured	1	0.0
Unsupervised	1	0.0
Unsure	1	0.0
Untimely	1	0.0
Untruthful	1	0.0
Unvalued	1	0.0
Update	1	0.0
Used	1	0.0
Useless	1	0.0
Value	1	0.0
Value adding	1	0.0
Valueless	1	0.0
Variety of duties	1	0.0
Various	1	0.0
Verifying	1	0.0
Very	1	0.0
Very beneficial to people who needs help.	1	0.0
Very Important	1	0.0
Very important	1	0.0
Very Political	1	0.0
Victory	1	0.0
Vigilance	1	0.0
Villianized	1	0.0
Visible	1	0.0
Vision	1	0.0
Vital to the job	1	0.0
Vocational	1	0.0
Voice	1	0.0
Voice of reason	1	0.0
Volume	1	0.0
Volumes	1	0.0
Warrants	1	0.0
Waste of time	1	0.0
Water quality	1	0.0
Weak	1	0.0
Wearing lots of hats!	1	0.0
Web	1	0.0
Webmaster	1	0.0
Weedy	1	0.0

Welcoming	1	0.0
Well	1	0.0
Well earned	1	0.0
Wellness	1	0.0
Well-rounded	1	0.0
What a joke	1	0.0
When needed	1	0.0
Whimsical	1	0.0
Willing to help others	1	0.0
Work intensive	1	0.0
Work life balance	1	0.0
Work together we can do so much	1	0.0
Workchange	1	0.0
Workers'	1	0.0
Working manager	1	0.0
Workload	1	0.0
Worry Free	1	0.0
Worth it	1	0.0
Worthless, powerless, clerical	1	0.0
Write	1	0.0
Writer	1	0.0
X-ray	1	0.0
Total	6,781	100.0

APPENDIX E

Groupings of Words That Describe Employees' Jobs

$Q2 Please use the space below to list up to three words that you feel best describe your job.

		Responses		Percent of Cases (2335)
		N	Percent	
$Q2	Stress/Stressful/Pressure/Tension/Deadlines	246	3.6%	10.5%
	Accomplish/Accomplishment/Make A Difference/Success/Beneficial/Contributing/Change/Useful/Noble/Proud/Advocate/Results/Worthwhile/Meaningful/Useful/Valuable/Relevant/Impactful	139	2.0%	6.0%
	Accuracy/Diligence/Organized/Focused/Methodical/Quality/Accurate	53	.8%	2.3%
	Accountability/Steady/Responsible/Competence/Reliable/Consistent/Dependable/Commitment/Dedicated/Delivering/Productive/Effective/Hard-working/Responsibility/Efficient/Determined	221	3.3%	9.5%
	Adapt/Adaptable/Flexible/Versatile/Resourceful	48	.7%	2.1%
	Administration/Administrator/Leader/Manager/Managerial/Managing/Management/Supervisor/Coordinator/Delegator/Decision-Making/Leadership/Supervise/Supervising/Oversight	96	1.4%	4.1%
	Poor Management/Bureaucratic/Uncoordinated/Dysfunctional/Hostile Environment/Unfriendly/Unprofessional/Lacking Leadership/Hierarchical/Micro-Managed/Unmanaged/Disorganized	92	1.4%	3.9%
	Advise/Aid/Recommend/Inform/Guidance/Advisory	11	.2%	.5%
	Vague/Ambiguous/Confusing/Uncertain/Confusion/Unpredictable/Inconsistent/Instability/Conflicting/Erratic/Unorganized/Undefined/Subjective	78	1.1%	3.3%
	Encourage/Support/Supportive/Coach	36	.5%	1.5%
	Analysis/Analyst/Tester/Assessment/Study/Analytical/Analyze/Investigate/Research/Observation/Interpretation/Audit/Review/Inspection/Forensic/Investigative	168	2.5%	7.2%
	Antiquated/Archaic/Outdated/Anachronistic	7	.1%	.3%
	Difficult/Arduous/Hard/Tiring/Demanding/Tough/Intense/Strenuous/Sink Or Swim/Challenging/Rough/Hard Work/Time Consuming/Long	536	7.9%	23.0%
	Rewarding/Satisfying/Satisfaction/Gratifying/Fulfilling/Empowering/Motivational/Appreciated/Inspiring	363	5.3%	15.5%
	Vital/Significant/Important/Essential/Critical/Crucial/Needed/Necessary/Required/Integral/Imperative	382	5.6%	16.4%
	Tedious/Monotonous/Repetitive/Routine/Slow/Stagnant/Not Challenging/Predictable/Uninspiring/Boring/Insipid/Dull/Mundane/Unexciting	222	3.3%	9.5%
	Dangerous/Risky/Unsafe/Hazardous/Fear	50	.7%	2.1%

Isolated/Outsider/Cliques/Drama/Divided/Lonely/Solitary	13	.2%	.6%
Variety/Varied/Diverse/Changing/Evolving/Mercurial/Multi-Task/Non-Repetitive/Fluctuating/Dynamic	122	1.8%	5.2%
Customer/Customer Service	30	.4%	1.3%
Easy/Relaxed/Comfortable/Laid-Back/Low Stress/Stress-Free	43	.6%	1.8%
Law/Legislation/Legal	11	.2%	.5%
Low Pay/Under Paid	96	1.4%	4.1%
Pay/Money/Payroll	26	.4%	1.1%
Wasteful/Inefficient/Redundant	22	.3%	.9%
Interesting/Stimulating/Fascinating/Enlightening/Intriguing/Exciting/Engaging/Informative/Entertaining	256	3.8%	11.0%
Integrity/Honesty/Trustworthy/Moral/Ethical/Honor/Honorable/Trust	40	.6%	1.7%
Dishonest/Untruthful/Unfair/Unethical/Low Morality	24	.4%	1.0%
Frustrated/Unfulfilled/Aggravating/Frustrating/Unfulfilling/Discouraged/Unhappy/Unsatisfying/Disappointed/Disappointing	129	1.9%	5.5%
Safety/Protect/Protection/Protector/Safe	82	1.2%	3.5%
Secure/Security/Stable/Financial Security/Job Security	79	1.2%	3.4%
Service/Serve	52	.8%	2.2%
Training/Education/Teach/Instruction	47	.7%	2.0%
Technical/Technology/Programmer/Digital/IT/Web/Web Master/Data/Data Base	79	1.2%	3.4%
Innovative/Creative	22	.3%	.9%
Paperwork/Clerical/Secretary/Applications/Contracts/Document/Spreadsheets/Permitting/Typing/Processing/Data Entry	65	1.0%	2.8%
Independent/Self-Motivating/Ambitious	24	.4%	1.0%
Timely/Time Management/Time/Time Based/Time Efficient/Timeliness	24	.4%	1.0%
Professional	38	.6%	1.6%
Public/Public Service	11	.2%	.5%
Good Retirement/Benefits/Dental/Insurance	13	.2%	.6%
Unproductive/Barriers/Contentious/Untimely	6	.1%	.3%
Budget/Finance/Financial/Fiscal/Costs/Grants/Accounting/Accountant/Assets	32	.5%	1.4%
Salmon/Fisheries	4	.1%	.2%
Unique	13	.2%	.6%
Health/Health Care/Disease/Patient Advocacy/Physician/Prescriptions/Nutrition/X-Ray/Public Health	21	.3%	.9%
D/Scheduling/Overtime	9	.1%	.4%
Bad/Disgusting/Dislike/Negative	11	.2%	.5%

Biology/Science/Scientist/Hydrology/Lab/Geologist/Chemistry	12	.2%	.5%
Drive A Lot/Travel	5	.1%	.2%
Environmental/Water/Conservation	11	.2%	.5%
Job/Work/Experience/Livelihood/Career/Vocational	31	.5%	1.3%
Knowledge/Learning/Intellectual/Knowledgeable	27	.4%	1.2%
Numbers/Statistics	6	.1%	.3%
Fair/Neutral/Impartial	10	.1%	.4%
Temporary Workers/Labor	5	.1%	.2%
Consultant/Counselor/Facilitator/Mentor/Liaison/Mediator	25	.4%	1.1%
Engineer/Engineering	2	.0%	.1%
Caring/Benevolence/Compassion/Empathetic/Patience/Understanding	38	.6%	1.6%
Communication/Teamwork/Interactive/Collaborative/Helpful/Cooperative/Helping/Collegial/Help/Helper	125	1.8%	5.4%
Competitive	3	.0%	.1%
Friendly/Family/Community	12	.2%	.5%
Discrimination/Prejudice	3	.0%	.1%
Emotional/Worried/Anxious	8	.1%	.3%
Excellent/Happy/Great/Awesome/Love My Job/Fantastic/Very Good/Amazing/Incredible/Fun/Marvelous/Perfect/Wonderful/Best	138	2.0%	5.9%
OK/Positive/Good/Content/Pleasant/Like/Like My Job/Enjoy/Enjoyment/Better	114	1.7%	4.9%
Fortunate/Lucky/Blessed/Thankful/Grateful	16	.2%	.7%
Planning/Trouble-Shooter/Details/Detailed/Thorough/Design/Problem Solver/Solver	66	1.0%	2.8%
Cheated/Harassed/Disrespected/Devalued/Exploited/Degrading/Hateful/Bullied/Bully/Dumped On/Abused	44	.6%	1.9%
Neglected/Forgotten/Unsupportive/Indifference/Unsupported/Ignored/Overlooked/Unnoticed/Unacknowledged/Untrained/Worthless/Insignificant/Unimportant	50	.7%	2.1%
Unappreciated/Undervalued/Underutilized/Unrecognized/Misunderstood/Expendable	142	2.1%	6.1%
Unrewarding/Discouraged/Thankless/Futile/Discouraging/Un-Motivating	60	.9%	2.6%
Uninformed	2	.0%	.1%
Political/Favoritism/Nepotism	28	.4%	1.2%
Overwhelmed/Overworked/Crazy/Relentless/Unrealistic/Exhausting/Draining/Consuming/Chaotic/Crisis/Understaffed/Swamped/Emergency/Overworked/Unreasonable	155	2.3%	6.6%
Complex/Complicated/Convoluted	80	1.2%	3.4%

Busy/Fast-Paced/Hectic/Non-Stop/Fast	206	3.0%	8.8%
Unrelenting/Continuous/Constant/Endless	28	.4%	1.2%
Dead-End/Stuck	19	.3%	.8%
Corrections/Inmate/Offender Rehabilitation/Prison/Rehabilitate	14	.2%	.6%
Firefighter/First Responder/Dispatch/Public Safety/Law Enforcement	14	.2%	.6%
Warrants/Appeals/Defend/Litigation/Subpoenas	7	.1%	.3%
Enforcement/Enforcer/Justice	13	.2%	.6%
Write/Writing/Editing/Reports/Reporting	17	.3%	.7%
Simple-Minded/Stupid/Simple	9	.1%	.4%
Transportation/Traffic/Highway/Freeway	5	.1%	.2%
Duties/Production/Projects/Implementation	20	.3%	.9%
Skilled/Licensed/Expert/Specialized/Specialty	16	.2%	.7%
Compliance/Obedience/Submission/Duty/Rigid/ Righteous	19	.3%	.8%
Respected/Valued/Appreciated/Respect	20	.3%	.9%
Babysitter	3	.0%	.1%
Informing/Information	12	.2%	.5%
Growth	3	.0%	.1%
Ears/Eyes	4	.1%	.2%
Entry Level	3	.0%	.1%
Opportunity/Opportunities	17	.3%	.7%
People	10	.1%	.4%
Under-Resourced/Under-Funded/Unfunded	7	.1%	.3%
Confidential	12	.2%	.5%
Confident/Confidence	8	.1%	.3%
Other	903	13.3%	38.7%
Total	6799	100.0%	291.2%